

IMPROVING YOUR CHANGE OPERATING MODEL

2022 will be a defining year for many organisations.

The unprecedented changes across the way we work, how we serve our customers in a differentiated way, the nature of being digital, and the mobilisation of the sustainability agenda, will all combine to produce a packed change agenda.

It is vital therefore, that an organisation's ability to deliver accelerated change, is viewed as a competitive advantage and is invested in with the same focus and rigour as investments in the core business.

So, how do you ensure your ability to transform and change is effective?

KNOW WHERE YOU ARE AND WHERE YOU WANT TO BE

It is important to start by being clear on what works well with change today and what doesn't.

This includes understanding what change processes and structures are broken or falling behind what you need, for example, there may be:

- No clear end-to-end view of the overall change portfolio and its direct link to achieving strategy
- Structural and organisational barriers that are inhibiting the ability to deliver accelerated change
- A lack of effective skills and resources in key leadership roles across the business who can lead and sponsor change initiatives
- Lack of experienced change managers, digital, data and technology specialists, who have the business understanding to support effective delivery across the organisation.

ASSESS HOW YOU ARE CURRENTLY ORGANISED FOR CHANGE

It's vital to have the change agenda expressed with direct line of sight to the overall strategy, so an organisation can be explicit about what change is required, how that change needs to be delivered and what outcomes are expected, for it to be resilient and growing.

What type of frameworks are best suited to your organisations, structure, and culture to manage your change portfolio? What are the key change skills and capabilities that you need to keep in-house and where can you source support externally? And how can you build the differentiating leadership behaviours to shape, drive and steer change across your business?



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EMBRACE NEW WAYS OF WORKING AND BEST PRACTICE

With a clear baseline understanding in place, it is important to take an 'outside-in' view to identify the industry trends and best practices that can be adopted to drive the effectiveness of change.

Different change delivery models, including Agile, are driving innovation and effectiveness in how change is managed and delivered. Combined with on-going improvements to existing approaches, this drives the ability to deliver change through a different set of delivery vehicles, to provide the best opportunity for acceleration and success.

Technology developments and the role of data are driving new levels of transparency and insight on the performance of change across organisations. Real-time dashboards and integrated portfolio management tools are providing a single version of the truth for business leaders to govern and steer change more effectively.

All these industry-wide developments provide opportunities to improve the effectiveness of how your organisation approaches and delivers change programmes.

MAKE CONSCIOUS DESIGN DECISIONS

It is important to make conscious design decisions on the most appropriate change operating model for your organisation, rather than stumbling into a way of working based on what you are doing today. This investment is one of the most critical for organisations to be effective in 2022 to achieve both resilience and growth during the rest of the decade.

Four key steps are vital to achieve this:

- Establish a set of design principles which set out the criteria your change operating model needs to deliver against – what is going to deliver a real competitive advantage?
- Identify potential options for your change operating model and assess their respective strengths and weaknesses against your design principles
- Develop your preferred change operating model option by considering all the aspects that will make it up, including processes, roles, organisation structure, technology, and culture
- Focus on those critical capabilities that your organisation needs to support the delivery of the change operating model and ultimately change the way you do change in the future.

A clearly articulated and consciously thought through change operating model is fundamental to improving the effectiveness of change within your organisation and is as critical an investment as investing in your core business.

DO YOU NEED CHANGE EXPERTISE?

At Project One, we help and support many of our customers to define a change operating model that will support the delivery of successful change in their organisations. Our team of experienced change experts are adaptable and innovative in helping our customers develop their change operating model. If you would like to discuss your challenges and how we can help, please get in touch andrea.stott@projectone.com