

Time for a Change

**Introducing
Business Change Management Limited**

“The number one impediment to cultural change in large organisations is a lack of urgency fostered by too much historical success.”

*John P Kotter
The New Rules*

Old problem – new solution!

For some time geneticists have been searching to find and isolate the “ageing” gene. Recently, they have discovered that we are in fact programmed for longevity, but that this aspect is relatively underdeveloped! Our environment has caused us to invest more evolutionary capital in other areas, such as physical size and strength – in the hope of avoiding becoming the next meal for the “bigger fish”.

In today’s economic circumstances, size and strength are no longer good enough to ensure survival, let alone prosperity. The latter decade of the 20th century is littered with examples of this:

- Marks & Spencer who, after a hundred years of “sticking to the knitting”, are now searching for a new approach;
- Barings, one of the oldest, most respected banks who failed to control their modern day business;
- Marconi

The list is long and growing.

Changing the Way You Change..... Forever

There seems little doubt that however successful a company is today, it needs to be responsive to rapid changes in both market demands and market drivers. Companies which are responsive will prosper, while others, at different speeds, will go out of business. In short, companies need to invest more “evolutionary capital” of their own in order to create a permanent capacity and capability to change.

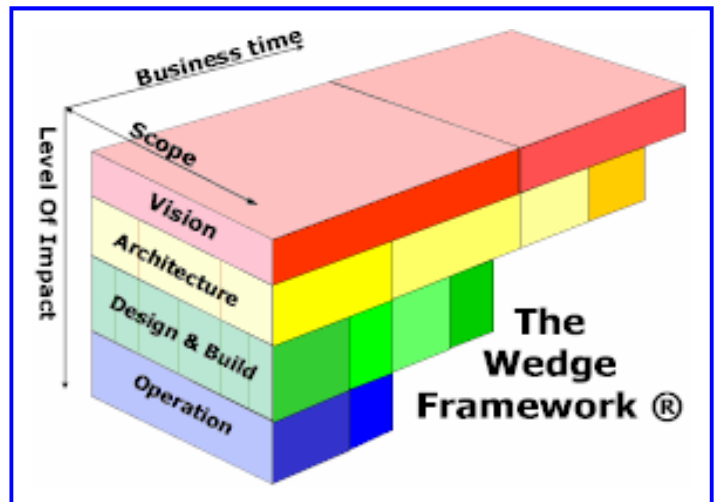
Risky Business

The larger the business the higher the number of change activities likely to be taking place. This is

coupled with a higher exposure to risk. According to government statistics there were 18,500 businesses with 100 or more employees in the UK in the year 2000. Many of these companies rely on expensive external support from consultancies to conduct their major change programmes. The failure rate of these programmes and projects remains dangerously high, yet companies have no alternative but to attempt them.

Business Change Management Limited is bringing a new approach to this arena which is fundamentally focused on providing our clients with a permanent capacity to change themselves.

The Wedge Framework ® - the shape of changes to come



We work with corporations to provide advice and assistance with setting up a framework for the ongoing management of business change across the enterprise.

We leave behind in these clients a working business change co-ordination capability based on “The Wedge Framework ®”, our unique proprie-

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tary concept and related approach Unified Business Change Management (UBCM)

The Wedge Framework and UBCM are based on three underlying tenets:

Methodical – There must be a clearly defined method for processing a change from idea through to operation.

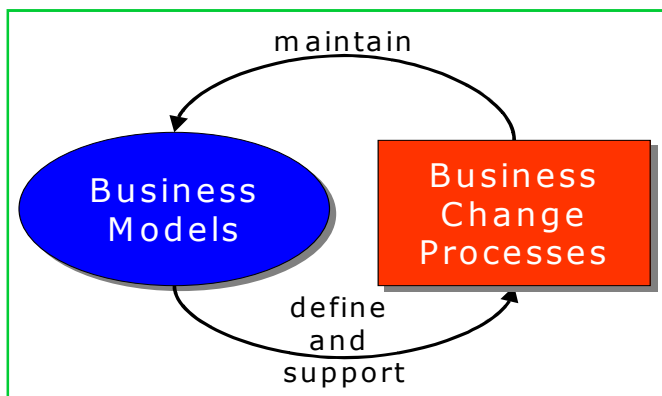
Holistic – Any change must be described and managed using an optimum number of perspectives including processes, people and systems.

Contextual – Any change must fit with all other contemporary and subsequent changes in terms of strategy, scope, timing and impact.

Any current or future change activity within an enterprise can be mapped into the Wedge Framework which can be viewed as a multi-dimensional framework. Change activities can be defined in terms of scope (holistic), planned implementation date and position in the change lifecycle (methodical). These act as co-ordinates within the Wedge Framework allowing all change activities to be seen relative to each other (contextual). This simple technique opens up a whole new set of possibilities for managing business changes across the enterprise.

And there's more.....

Another old problem in most large enterprises is how to keep an operational model up to date.



Operations manuals are notorious for ending up as “shelfware” or doorstops. These maps of the business are usually out of date before they leave the printers or intranet editor. By establishing a mutually supportive relationship between change processes and business models the UBCM solves this problem. An accurate set of current state models of the business is maintained automatically by the change processes. The value of a working set of business models should not be underestimated. Activities such as operational management, activity based costing, induction, job descriptions, business continuity and many more can benefit significantly from access to an accurate set of models.

Let there be light

Clients benefit from clear visibility and mutual alignment of all change initiatives, a working set of business models and

the ability to control, manage and co-ordinate all subsequent evolutionary or step change programmes.

The methods and techniques inherent in UBCM lend themselves to a variety of business change scenarios such as mergers, demergers, downsizing, reorganisations and office moves. They can be used on a one-off basis to bring change programmes back on track or to rationalise project portfolios, but the full power and benefit of UBCM won't be realised unless the full framework is implemented as a permanent capability.

In strategic partnership with leading providers of business modeling, project management and configuration management systems we can provide specialist tools to support the change processes where necessary.

The Way Forward

To explain our ideas properly can only be done in reference to your company's specific situation. If you would like to discuss how we can collectively install a permanent capacity for change within your organisation, we would ask for a couple of hours of your senior management team's time in a workshop environment to introduce our approach, the concepts behind UBCM and to identify with you the key issues within your own organisation and the markets within which it operates. At this point, we will be able to propose a first step assignment which will typically take about 4-6 weeks and provide you with a road map for future change.

You will be under no obligation to proceed - however, it remains our conviction that:

- Effective business change capability is vital for corporate survival.
- Current success rate of change initiatives is unacceptable.
- UBCM provides the means to permanently take control of all changes across the enterprise.

Talk to us.....

For further information on Business Change Management Ltd please visit www.businesschange.com. Here you'll find details of our services, profiles of our people and downloadable copies of our papers.

Even better, email contact@businesschange.com or call on +44(0) 1442 382 995.

**“When you're through changing,
you're through”**

Bruce Fairchild Barton,
US executive and politician (1886 –1967)