

**Business**

**Change**

**Management**

**Limited**

# Herding Cats

## Bringing Your Change Initiatives Under Control

BCML  
Scenario Paper

*“The art of progress is to preserve order amid change, and to preserve change amid order. Life refuses to be embalmed alive.”*

Alfred North Whitehead  
Mathematician & Philosopher

Business change initiatives, like cats, are usually selfish. They are self justifying, have their own agenda and tend to ignore what each other are doing as long as they get what they want. Trying to co-ordinate them using traditional project and programme management techniques is as rewarding and successful as trying to herd cats. There is no common purpose and no common frame of reference amongst them.



Even large change programmes usually operate in their own sealed environment oblivious to all the other change initiatives that are taking place. To a certain extent this is an understandable survival tactic but whilst the programme may survive the business will ultimately suffer, at best from wasted effort and money and, at worst, from total failure of the business due to the stresses caused by unwitting interference between change efforts.

What is needed is a way in which all intended changes to a business can be compared, aligned and integrated. We need a way to understand how a simple system improvement relates to a large re-engineering effort, how an office refurbishment affects a major new product launch and so on. The tools and techniques required to do this are available today. The framework that pulls them all together into a practical method for permanent enterprise wide business change management has been invented and developed by the founders of Business Change Management Limited.

### BCML— Turning Cats into Bees

Business Change Management Limited has been formed to help it's clients to develop their own

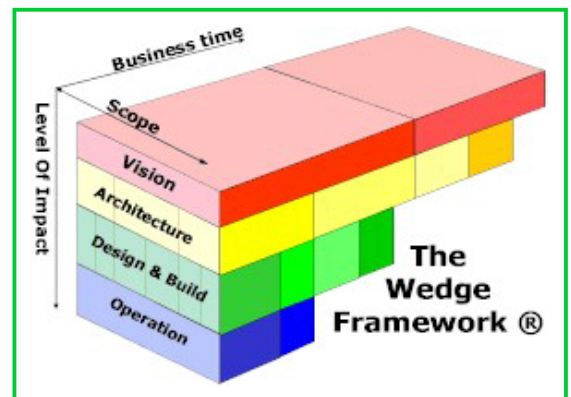
business change capability. Using a method developed over the last six years in a variety of industry sectors we can help you to take control of your changes and ultimately achieve a responsive change capability. Your cats now become bees, each with its own job to do but each an integral part of a team with common purpose and a shared frame of reference.

### Unified Business Change Management

Our approach provides a single framework into which any and all types of change (e.g. organisational, technical, location, cultural) can be mapped and compared to all other changes. The mapping is against a baselined set of wide ranging business architectural models. This enables very precise definitions of scope and impact to be made for each change and also like-for-like comparisons across all changes.

### The Shape of Changes to Come

At the centre of our approach is a conceptual structure we call The Wedge Framework ®. Any change can be described using the primary dimensions of scope, level of impact and business time. Using these three primary dimensions to plot all the changes intended for an enterprise results in a wedge-shaped structure in which the higher the level of impact a change has, the further out on the time line it sits. As time moves on new changes are added and the Wedge rolls forward into the future.



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*“Changing  
the way you  
change.....  
forever”*

Scope is described using a common set of enterprise architecture models covering such perspectives as process, data, organisation units, systems and locations. This allows the identification of interdependencies and conflicts between changes to be automated. Integrating and co-ordinating all of an enterprise's changes then becomes a matter of ensuring that all changes allowed in the Wedge are mutually aligned and complementary and that they stay that way. This approach removes duplicate and contentious efforts at source whilst ensuring clarity of purpose and enterprise wide visibility of the business and all of its planned changes.....forever.

On a more short term basis the same techniques can be used to help integrate and rationalise an enterprise's change efforts. We have two services designed especially to help do this: **Business Change Review** and **Business Change Integration**.

#### Review

Using our business change analysis techniques we can make visible all of the change activities within your business and show where they overlap, where they duplicate effort and what interdependencies exist between them. In doing this we will deliver the following:

1. A high level architectural model of your operational business.
2. A repository of all your change initiatives, each defined in terms of its impact on the business.
3. A report for each initiative showing its interdependencies with other initiatives.
4. A report for each part of your operational business showing which change initiatives will impact it and in what way.

We performed this service at one of the UK's largest mobile telecommunications network operators to help identify the interdependencies between three large change programmes covering over a hundred individual projects. Previously unknown overlaps and interdependencies (costing many thousands to resource) between the projects and programmes were identified.

#### Integration

Following up on the findings of our **Business Change Review** service we will help you rationalise your portfolio of change initiatives into an optimised enterprise change plan. The results of the reconciliation will include:

1. Elimination of duplicate and wasted effort by resolving overlaps and contention between initiatives.

2. Realisation of synergies between initiatives.
3. Alignment of all initiatives to a common business strategy.
4. Redefinitions of your change initiatives held in a single repository.

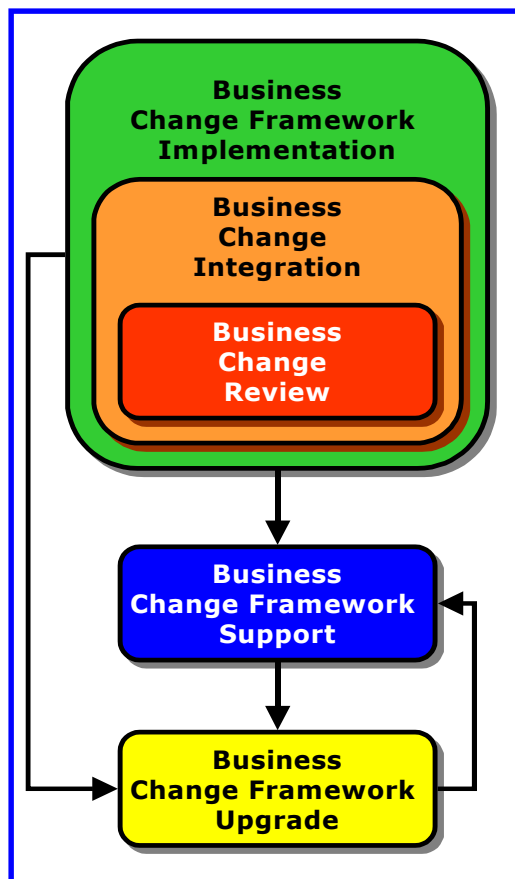
#### Post Integration

Having integrated all of your current change initiatives there is a risk that the enterprise change plan could degrade both by known initiatives changing scope and/or timing or by other

initiatives springing up outside of the control of the change plan managers. By implementing a permanent single set of processes for the assessment, integration, co-ordination, closure and benefits review of change initiatives you can start to achieve permanent control and alignment of all of your change activities.

Our **Business Change Framework Implementation** service can help you institutionalise the required change capability.

Having implemented the framework you may feel that you need to draw occasionally on our experience and knowledge to operate the framework, in which case you can use our **Business Change Framework Support** service which entitles you to call on us as and when required. When you are ready to make major improvements to your framework you can also call on our **Business Change Framework Upgrade** service where we will help you make step change improvements to your framework.



#### About Business Change Management Ltd

We specialise in helping companies implement, manage and improve their business change capabilities. This is based on a deeply held belief that all companies need some ability to change and that the lives of those working in these companies can only be improved by the enlightenment that comes from making a business' operations and changes visible.

We operate an open policy with regard to our methods and approaches. This paper is an example of that openness.

If you would like to know more then please visit our website at [www.businesschange.com](http://www.businesschange.com), email us at [interest@businesschange.com](mailto:interest@businesschange.com) or simply call us on +44 (0)1442 382 995

