

Rubber Rudder

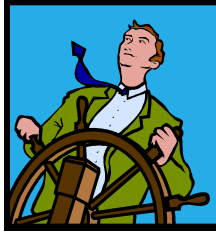
How easy is it to steer your company?

BCML
Scenario Paper

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“We cannot resist change, but we can choose the direction of change.”

Take two large rubber bands. Attach one to each side of your steering wheel and drive through rush hour traffic using only the rubber bands to help you steer. Unless you run a company, that is the nearest you will get to the frustration and exasperations of trying to steer it in a particular direction. If you do run one then you are probably familiar with the experience.



Few companies have mastered the process of business change to the extent where it is repeatable and predictable. Most rely on very expensive and ad-hoc outside help for their major change efforts and on the best efforts of their own staff for more minor changes. The result is described above: a rubber rudder on the corporate ship. Without an institutionalised change capability the process is reinvented every time it is required and performed by people unfamiliar with the process and/or the company. This wastes time, money and opportunity whilst risking unpredictable results. If this describes your company can you afford to keep funding this high risk approach? Is it time to put some predictability into your change efforts?

Come the Hour, Cometh the Company

Business Change Management Ltd. has been formed to help it's clients to develop their own business change capability. Using a method developed over the last ten years in a variety of industry sectors we can help you to take control of your changes and ultimately achieve a responsive change capability.

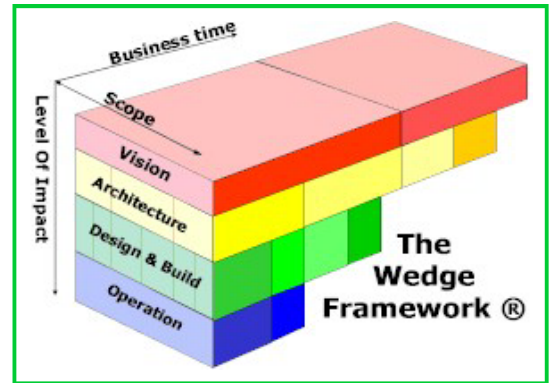
Unified Business Change Management

Our approach provides a single framework into which any and all types of change (e.g. organisational, technical, location, cultural) can be mapped, compared and mutually aligned. 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. By adding a single set of processes for the assessment, integration, co-ordination, closure and benefits review of change initiatives a company can start to achieve significant control and alignment of all of its change activities. The rudder finally starts to respond.

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 (taking longer to implement than other changes). As time moves on new changes are added and the Wedge rolls forward into the future.



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 complimentary and that they stay that way. This approach removes du-

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

uplicate and contentious efforts at source whilst ensuring clarity of purpose and enterprise wide visibility of the business and all of its planned changes.....forever.

Fixing the Rudder

Business Change Management Limited offer a set of services based on the Wedge, and its related processes, that help their clients achieve control and predictability of their change efforts.

Implementation

The primary service is **Business Change Framework Implementation**. As the name suggests it aims to provide the client with a working business change management framework. Implementing the framework, itself a significant change initiative, will endow your company with the following:

1. A set of operational processes for the definition, co-ordination, closure and benefits review of change initiatives.
2. Members of staff trained and empowered to operate the change processes.
3. Fully integrated change portfolio (the enterprise change plan), business model and resource repositories.
4. Institutionalised change communication channels.
5. Change Management information systems.

The actual level of sophistication of the framework that is implemented will be tailored to suit the capabilities and requirements of the client. Upon implementation of the framework you will be in a position to not only effectively control the changes taking place within your business, but also to improve the change processes themselves.

A vital stage in framework implementation is a complete review and reconciliation of existing and planned changes. This provides the initial baseline of both the enterprise models and the enterprise change portfolio on which the framework operates. Our **Business Change Review** and **Business Change Integration** services are designed to facilitate this.

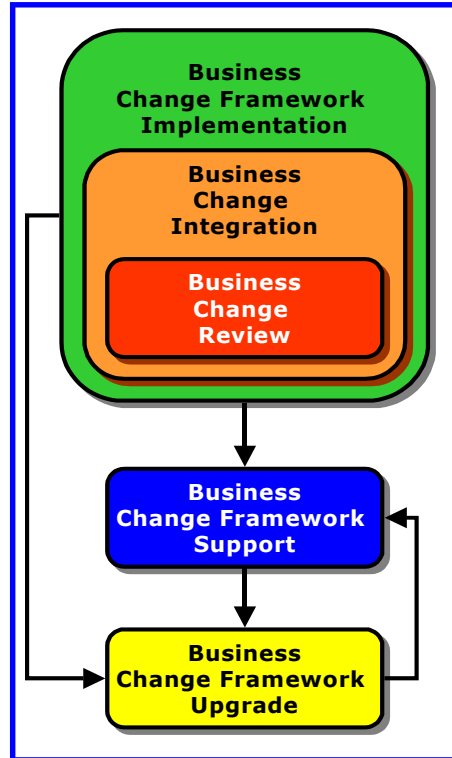
Review

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.



Integration

Following up on the findings of our **Business Change Review** service, and just prior to framework implementation, we will help you rationalise your portfolio of change initiatives resulting in:

1. An optimised enterprise wide change plan.
2. Elimination of duplicate and wasted effort by resolving overlaps and contention between initiatives.
3. Realisation of synergies between initiatives.
4. Alignment of all initiatives to a common business strategy.
5. Redefinitions of your change initiatives held in a single repository.

Post Implementation

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, email us at contact@businesschange.com or simply call us at the number overleaf.