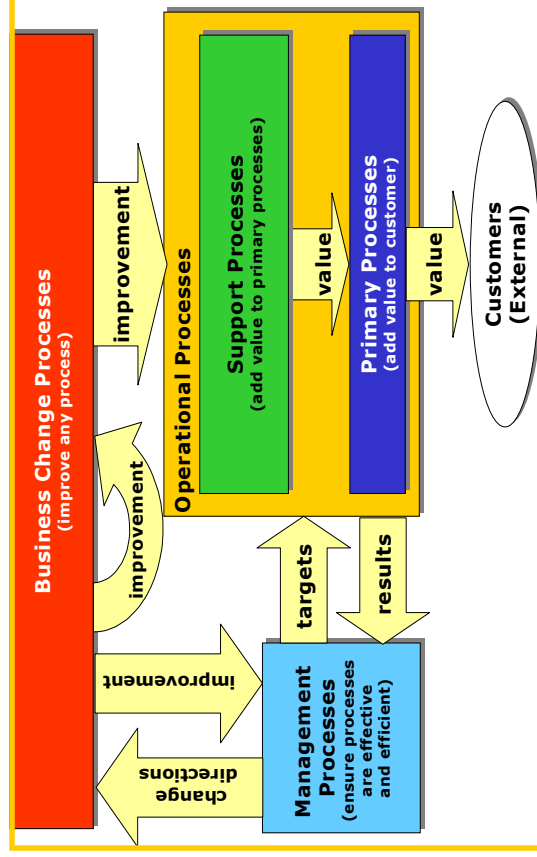


Business Change Management Limited

The Business of Business Change

A truly agile business is one where change is perceived and handled as “business as usual”. When the feeling of threat, uncertainty and the need to protect the status quo are replaced by logical, detached assessment and genuine interest and when there are established processes to define, evaluate, align and manage the proposed change, you know you are working in an agile company.

Today’s typically practice of ad hoc, narrow, often IT focussed, isolated change programmes does nothing to aid agility. Indeed it does the opposite by causing confusion, waste of effort and lack of alignment to the overall business vision. Successful manage-



ment of change, without which business agility is impossible to achieve, can only be delivered through establishment of a set of processes dedicated solely to management of any business change, from implementation of a new computer system to an office move. Business Change Management Ltd specialises in working with companies to develop their own process based business change management capability, thus helping them to accomplish the optimum desired level of agility.

To find out more please visit [contact us](http://contact.us) or visit www.businesschange.com

Business Change Management Ltd.

2 Adams Way, Tring, Herts., HP23 5DY

United Kingdom

Tel: +44(0)1442 382 995

Email: contact@businesschange.com

www.businesschange.com

Serious About Agility?

**"Changing
the way you
change...
forever"**

An extract from one of our papers - Changeability:

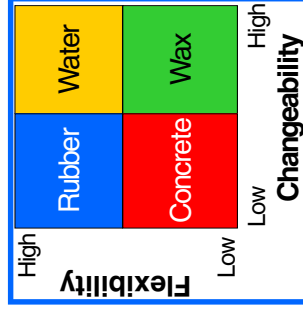
.....So what is a business change capability? Let's start by defining a business change. All businesses can naturally cope with a limited amount of variation in the cases they handle. Shops can handle different basket sizes and mixes, manufacturers can produce customised products and hospitals can treat a variety of illnesses and injuries. The twin daily operational goals of efficiency and effectiveness produce a compromise position. Increases in efficiency tend to result in specialisation that in turn reduces the ability to handle variation whilst the drive to be effective requires an ability to handle all the variation being thrown at it by the chosen market. It's fast food versus a la carte service. At the end of the day a particular operational model is implemented. Any change to this operational model is a business change. A business change capability is the means to efficiently and effectively (there they are again) perform a business change.

That's OK then, all you need to do is improve the way you reorganise, implement systems or move office. If only it were that simple. Businesses are incredibly complex and sensitive organisms. They can swallow directorial dicta without blinking but change the coffee in the finance department and your invoices take three times as long to process. The operational model mentioned above is not as simple as an organisation chart or a flow diagram. It is multidimensional. Move location and you affect processes, roles, infrastructure and communications. Change a department's structure and you can impact jobs, systems, facilities, information flow and loyalties. Any potential change needs to be considered holistically

Download the complete paper from:
www.businesschange.com/papers/Changeability.pdf.

Serious About Business Agility?

If so then take a look at www.businesschange.com. At **Business Change Management Limited** we specialise in helping organisations become more agile by enhancing their changeability.



Agility is a combination of two properties: flexibility and changeability. Business flexibility means having operational structures that can handle significant variation in market demand, whereas business changeability is the ability to quickly and easily change these operational structures. Furthermore, each of these abilities has implications on efficiency with its inherent danger of drive towards narrow specialisation and effectiveness which in turn leans towards all encompassing capabilities.

Any business which is aiming at becoming and remaining agile should acquire the optimum mix of flexibility and changeability for its particular market.

What ever type of agility is required, it can only be properly achieved through process management. We understand that processes should be designed to satisfy exactly the level of flexibility needed by the business. If changeability is required then a set of dedicated change management processes are needed. We have been using business architecture led approaches for enhancing companies' own process driven flexibility and changeability in a number of different industry sectors for many years now. Called **Unified Business Management**, our approach is based on a single framework into which all of the enterprise's changes can be mapped and managed. We have defined the processes, organisational roles, data elements, possible facilities and systems for managing this framework. We are ready to work with you to enable and enhance your own agility.

So, if you want to make your enterprise truly agile then please call us on +44(0)1442 382 995 and ask for Mick Wren. Alternatively, email Mick on mick.wren@businesschange.com.

Different ways to achieve agility? - a short case study :

There is a multitude of different ideas being promoted as the way for businesses to achieve agility.

Building and maintaining current and future Enterprise Architectures is becoming popular and there are many good frameworks, methods and tools. But Enterprise Architecture alone, though it provides essential visibility of where we are and where we want to go, does not show how to get there in a repeatable and orderly manner.

Focusing on Business Processes and Business Process Management, is also enjoying a renaissance. But being able to manage your operational processes well only ensures that things run smoothly in current conditions. It does not provide the answer to the question how to change.

Traditional programme management cannot provide the answer either even if the tools and frameworks are becoming ever more sophisticated. Their focus is on one off programmes of change but as the world is changing both rapidly and continuously, they can only enable companies to make giant leaps rather than become truly agile.

And of course nothing changes as fast as technology. This can give a false sense of security, wholeheartedly encouraged by Manufacturers and Systems Integrators. But can web services, XML, SGML, portals, B2B, B2E, E2A, etc. on their own really solve what is essentially a business problem and make a company agile?

The only way to solve the agility problem is through dedicated set of processes...

To find out how this could be done please visit www.businesschange.com