

BUSINESS CHANGE AND ADOPTION FRAMEWORK

The people readiness and adoption aspects of a business improvement/transformation project



PLAN

ENGAGE

PREPARE

IMPLEMENTATION SUPPORT

EMBED AND IMPROVE

KEY ACTIVITIES

- ▶ Confirm scope/flavour of 'changes' being introduced
- ▶ Identify all stakeholders needing to be engaged (internal/external)
- ▶ Assess change impacts and benefits for key stakeholders
- ▶ Complete profiling of impacted stakeholders (who, how many, where, impacted by what, etc)
- ▶ Develop communication plan
- ▶ Develop overall change & adoption approach/plan
- ▶ Incorporate projected workload into project task schedule

- ▶ Develop initial communication collateral
- ▶ Commence communications and engagement activities with stakeholders
- ▶ Enlist 'change champions' from the business to be involved and help 'own' the change
- ▶ Validate the anticipated change impacts and benefits with the business
- ▶ Work with the business to identify the 'go-live' readiness activities and develop preparatory checklists

- ▶ Develop workflow, procedure and policy documentation
- ▶ Develop training material and cheat sheets
- ▶ Address any organisation design, HRM and/or business culture implications
- ▶ Continue communications to key stakeholders (develop collateral as required)
- ▶ Monitor 'go-live' readiness checklists with the business
- ▶ Deliver training and information sessions to stakeholders

- ▶ Ensure 'go-live' support model is communicated to all stakeholders
- ▶ Support business 'change champions' in their role
- ▶ Monitor 'go-live' issues and facilitate quick resolution
- ▶ Continue communications to key stakeholders (develop collateral as required)
- ▶ Complete any outstanding training and information sessions
- ▶ Commence handover to BaU teams (incl. supporting resolution of issues)

- ▶ Acknowledge and celebrate achievements with the business
- ▶ Conduct post deployment review (incl. lessons learnt, remaining issues/pain points)
- ▶ Complete any post go-live training and follow-up with the business
- ▶ Complete handover to BaU teams (incl. outstanding actions & decisions)
- ▶ Deliver communications to key stakeholders
- ▶ Monitor benefits realisation work
- ▶ Design next phase of business change & optimisation

KEY PRODUCTS

- ▶ Stakeholder map
- ▶ Stakeholder engagement register
- ▶ Communication events planning register
- ▶ Change impact assessment matrix
- ▶ Business profiling matrix
- ▶ Change and adoption plan

- ▶ Communication collateral/material
- ▶ Network of business 'change champions' and briefing kit
- ▶ Enhanced communication events planning register
- ▶ Refined change impact assessment matrix and profiling information

- ▶ Workflow, procedure and policy documentation
- ▶ User training and support materials
- ▶ Communication collateral/material
- ▶ User training and information sessions
- ▶ Business 'go-live' readiness checklist

- ▶ 'Go-live' support model
- ▶ User support materials
- ▶ 'Go-live' issues tracking register
- ▶ Tactical communications collateral
- ▶ User training and information sessions (as required)
- ▶ Initial BaU handover material

- ▶ Tactical communications collateral
- ▶ Post deployment evaluation
- ▶ Follow-up user training and information sessions (as required)
- ▶ Benefits measurement report
- ▶ Final BaU handover material

KEY OUTCOMES

- ▶ Full understanding of stakeholders affected by the change
- ▶ Clarity of stakeholder engagement and communication approach
- ▶ Initial understanding of change impacts and benefits
- ▶ Confirmation of business change and adoption workload and resources (schedule)

- ▶ Awareness and understanding amongst all stakeholders
- ▶ Greater stakeholder buy-in and ownership to the changes
- ▶ Clearer understanding of stakeholder impacts and benefits
- ▶ Clarity on the 'go-live' readiness activities

- ▶ Clarity of the 'future state' operating model
- ▶ Solid understanding of the changes and implications amongst all stakeholders
- ▶ Confirmation of stakeholder and business readiness for 'go-live'

- ▶ Timely identification and resolution of issues
- ▶ Minimal disruption to business as usual (BaU) operations
- ▶ Rapid take-up and adoption of the changes
- ▶ Greater acceptance and ownership by the business

- ▶ Workflow and business practices further fine-tuned/improved
- ▶ Changes adopted by stakeholders and become business as usual
- ▶ Benefits begin to be realised
- ▶ Ongoing identification of opportunities for continuous improvement by the business

MERLEHAN GROUP CONTACTS

Adam Merlehan T: +61 401 219 769
Managing Director E: adam.merlehan@merlehangroup.com

David Mernagh
Senior Consultant - Organisational Change

T: +61 419 597 961
 E: david.mernagh@merlehangroup.com

Michael Strachan
Senior Consultant - Strategy and Digital Transformation

T: +61 404 467 848
 E: michael.strachan@merlehangroup.com