

RISK/CHALLENGE DESCRIPTION	KEY MITIGATION
<p>Limited availability of business resources to contribute to the project</p> <p>High 'Business as Usual' (BaU) workloads and competing priorities may make it difficult to secure resources from the business to assist in project activities and go-live readiness countdown activities.</p>	<ul style="list-style-type: none"> ▶ Early engagement with business to highlight resource requirements, likely timing and allow lead time for recruitment, back-filling (as needed) and induction into the roles identified. ▶ Good senior management representation from the business on Steering Committee. ▶ Seek early agreement from executive (as best as is possible).
<p>Business change fatigue</p> <p>If there has been excessive amounts of change occurring in the impacted business areas over the last 12 months, this could create a difficult environment for the project to engage with.</p>	<ul style="list-style-type: none"> ▶ Early engagement with business to highlight change implications and likely timeframes, and agree options. ▶ Consider the value of executing a Business Change Readiness Survey in advance of the project being announced to the business area, and allow management to reflect on the findings of the survey and ramifications (incl. best timing for the project). ▶ Good senior management representation from the business on Steering Committee
<p>Inadequate project visibility, commitment and active sponsorship at the business executive level</p> <p>Where the change initiative will have impact across multiple areas of the business, it is crucial to have the enlisted support and sponsorship of an executive team member/leader. If possible the project would benefit further by having a number of executives involved, creating a 'Coalition of the Willing'.</p>	<ul style="list-style-type: none"> ▶ Ensure early involvement and information flow at executive level, discuss expectations and anticipated challenges in their role as sponsor(s) and supporting the project. ▶ Regular status review sessions scheduled with the executive sponsor(s) and scheduled involvement in key communication events where the project can benefit from their visible presence. ▶ All of this is very dependent on strong 'leadership' qualities already being present by the executive sponsor(s).
<p>Inadequate understanding and ownership at management level (business areas affected)</p> <p>Good understanding, buy-in and ownership ultimately needs to start at the 'top' with senior management in order for the project to be delivered successfully, for the changes to be embedded and sustained within BaU operations, and for the benefits realisation to be driven through.</p>	<ul style="list-style-type: none"> ▶ Ensure early involvement and information flow to the BaU operational management teams, including scene setting and ongoing support from executive sponsor(s). ▶ Periodic workshops with management team to enable consultation and input to issues and solutions, establish expectation of status reporting (accountability) of progress to executive level relative to the changes they are 'owning', celebrate milestone wins and recognition from the executive sponsor(s). ▶ May also benefit from running a number of 'Leading Change' Workshops with this stakeholder group to help them 'prepare' to own and lead the changes being introduced within their respective BaU operational area. Mentoring could also be added to this capability development work effort.
<p>Staff resistance and fear that their job is threatened by change</p> <p>It is not uncommon for staff to feel nervous and even threatened by the prospect of their job (and consequently them) no longer being valued by the business, as a result of the changes; being introduced. This can present itself in the form of active or silent resistance: a lack of willingness to participate and even deliberate sabotage and/or undermining the efforts of the project.</p>	<ul style="list-style-type: none"> ▶ Ensure early involvement and scene setting from executives and line managers to their staff on the benefits for the organisation and the workforce (the staff themselves). ▶ One-on-one discussion with key individuals by line managers to convey clarity on what the future holds for them and consultation around what could be done to put concerned individuals at ease, make them more comfortable and supportive of the changes. ▶ Regularly check in with key individuals and seek to remove uncertainty and surprise for them, which are the biggest contributors to resistance.
<p>Roll-out timeframe conflicts with other projects</p> <p>If there is a number of projects underway, the project roll-out timeframe may clash with other initiatives and create a greater degree of change impact for business users, and a concurrent demand for resources to support the project, etc.</p>	<ul style="list-style-type: none"> ▶ Identify which projects are likely to be concurrently underway and take a proactive approach to monitoring their schedules and the collective change ramifications as well as concurrent demand for resources during the go-live periods.
<p>Low attendance/completion rate of training</p> <p>Competing priorities and/or perceived importance of training may affect the level of attendance/completion of training, which will have a subsequent effect on the level of support requests and on the ground support required during any go-live period (and will likely prolong adoption and take-up).</p>	<ul style="list-style-type: none"> ▶ Keep training succinct, relevant to job/role and not excessive in time required to complete. ▶ Provide options for online self-serve as well as classroom facilitated training delivery. ▶ Reminders in all communications to attend/complete training. ▶ Regular monitoring of completion reports by business area and follow-up with users by their local change champions. ▶ Rollout 'Go/No-Go' Criteria to consider percentage of users who have (have not) completed training.
<p>Project information and updates not reaching all necessary staff in a timely manner</p> <p>In the noise of day to day operations it is not uncommon for project messages to be lost, given less importance and/or confused in translation. This can have significant consequences on the first stages of 'Awareness and Understanding' and cause resistance as a result of staff not feeling informed and involved.</p>	<ul style="list-style-type: none"> ▶ Early engagement with business areas to identify internal change/communication representatives and existing channels/forums to assist in communication planning and eventual execution. ▶ Project Communication/Tracker in place to guide execution activities – leveraging multi-channel approach and smart technology where possible. ▶ Establishment of advocate rollout champion framework to assist in cascading information in addition to using a variety of other channels. Offer communication packs to assist.

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