

MANAGING TRANSFORMATIONAL CHANGE

The only constant is change¹

In today's business economy, the imperative to change is more powerful than ever before. Whether driven by acquisition or divestment, opening up new markets, or profitability pressure on costs, for a company to succeed successful delivery of transformational change is critical. Whilst vision and corporate strategy can map out a successful future for a company, only the effective execution of change will deliver the benefits.

Transformational change challenges

Transformational change describes a fundamental shift in business strategy and the underlying business model. It is characterised by having a significant impact across the whole organisation, affecting customers, people, technology and underlying business process.

Often in transformational change, whilst the business outcomes are clear, the road to achieving the change is discovered incrementally throughout the programme, requiring a combination of visionary leadership and strong programme management skills. In addition, organisations are faced with:

- Managing **business as usual activity** in parallel with a peak in change activity, resulting in overstretched resources, leading to delivery delays or negative impact on day to day business
- Overcoming **internal resistance** to change
- Ensuring that the **customer experience** is not adversely affected during transition

Recognising these challenges, our Managing Transformational Change service provides a scalable approach to driving transition and minimising business risk.

DISCOVERY	DESIGN	TRANSITION	EMBEDDING
Vision	TOM	Communications & Engagement	Benefits Review
Alignment	TOD	Talent Management	Operational Handover
Stakeholders	Functional Model	Performance Management	Operational Performance Review
Benefits & KPI's	Processes	Integrated Training	Knowledge Transfer
Change Impact	CHANGE PLAN	Role Transitions	Lessons Learned
Risks		Operational Trials	Continuous Improvement
Mobilisation		Business Readiness	Operational MI

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We work in partnership with internal sponsors, including HR, Legal, Sales, Finance and other key stakeholders, to define the transformation plan, assess people and customer impacts, and create and shape the delivery team to ensure successful transition.

Preparing staff, and customers where appropriate, for change is a key stage in successful delivery. Our change specialists can design, facilitate and run transformation workshops at various levels across the organisation as required.

Designed to be flexible to support any or all of the key stages in transformation, our approach follows a 4 step process:

Discovery – during which we work with clients to understand and build a compelling vision for the change, ensuring alignment with strategic intent. This stage also considers the impact of change (roles, responsibilities, customers) and the delivery risk, and develops a sound benefits case with supporting KPI's

Design – this is where we shape the new operating model and supporting organisation structure. New or remodelled processes and a comprehensive change plan designed to maintain engagement throughout the lifetime of the programme are built here, providing a solid basis for embedding change post transition

Transition – during which the move to new ways of working takes place. A key feature of this critical stage is building a network of internal change champions to support the transition and for our teams to transfer skills and know how for future changes

Embedding – if it's not adopted, it's not working. This is where we test that the transformation will stick and that new ways of working are not only embraced in "business as usual", but form the basis for on-going improvement and operating efficiencies



Want to find out more?

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