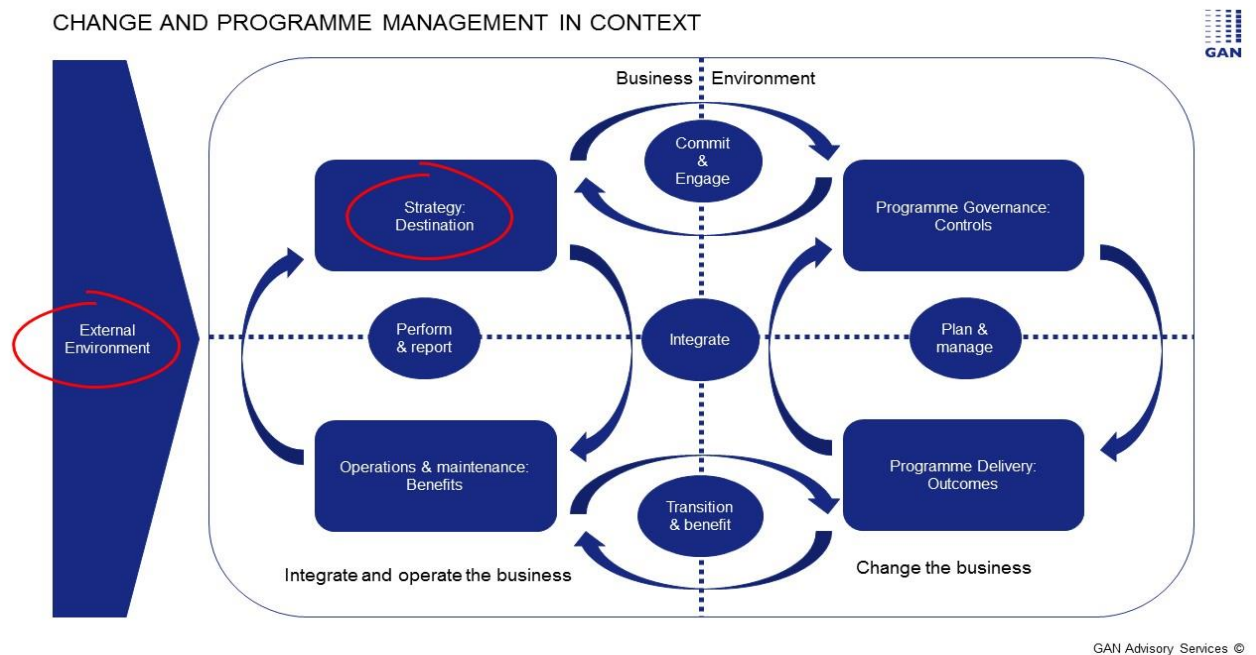


Change and Programme Management: Setting the direction and defining the destination

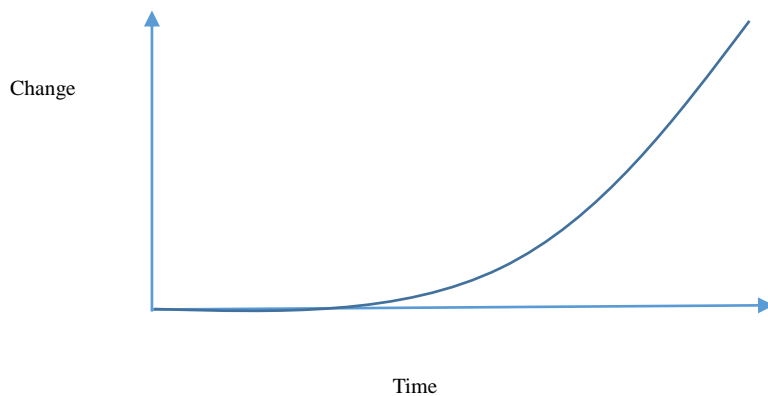
This is the second post on the Change and Programme Management series.

Today, we are looking at the drivers and approaches leading to the selection of strategic changes and definition of business objectives - the top left corner of our model for change management.



The speed, scale and disruptive nature of change in the global economy - acceleration of knowledge distribution and technological improvement - has led organisations to undertake more risky and unique initiatives into unknown territories. “We are all getting a bit more foolish and a bit hungrier” – and some are better at it than others. Or more precocious.

Figure 1: Change over time



In this environment, how can an organisation set the direction and define the destination that will help doing things better while adding value to its business model – in motion...?

Step 1

Strategic planning: setting the direction:

Strategic planning is a process normally initiated at a senior level. Strategic planning defines the business intent, vision and captures the strategic changes to be delivered via a transformational programme that will have positive economic, environmental and social impacts.

Strategic changes are defined and selected through the strategic planning process and the analysis of macro-environmental scenarios that will produce qualitative and quantitative benefits and add value outweighing the investment being made by the expected return of this investment.



For each environmental scenario driving a strategic change the following questions will be considered:

- What political, environmental, social and technological trends are you noticing?
- What are the related issues or challenges?
- What advantages or opportunities are there?
- What impact might these have on the organisation?

Easy, no?

A number of strategic changes are listed below (please select 3 you have been involved with for next step – or think of another 3):

- i. to enter new geographical market,
- ii. to renew equipment fleet,
- iii. to become leader in the use of Building Information Modelling (BIM) technology,
- iv. to develop strategic capability in programme management.
- v. to implement operational waste regulation,
- vi. to implement carbon emissions regulation,
- vii. to adopt new licensing requirements.
- viii. to increase passenger capacity,
- ix. to deliver a major sporting event,
- x. To improve flood controls,
- xi. To deliver alternative energy generation sources,
- xii. To reduce patient waiting time for hospital admission.

STEP 2: Business objectives: defining the destination

Once the direction set, gaps in understanding are inevitable during the delivery of strategic changes. Programme management aims to bridge strategy and operational gaps and finance and delivery gaps to help organisations reach a chosen destination. To deliver change and successful programmes, managers need to understand and consistently communicate their organisation values and vision for strategic change and translate these in business objectives



that are SMART (Specific, Measurable, Achievable, Realistic and Time bound) in order to improve their business and deliver sustainable benefits.

Table 1: Strategic change and strategic objectives – some examples:

Type of change	Strategic change	Strategic objectives
Internal changes	to enter new geographical market,	Enter x new market and generate x millions revenues by year xxxx
	to renew equipment fleet	Review supply chain and renew xx% by year xxxx
	to become leader in use of a new technology	Use BIM for all projects over £50m by year xxxx.
	to develop strategic capability in programme management.	Select and upskill xxxx senior managers /year
External change	to implement operational waste regulation,	Recycle 100% of project waste by year xxxx
	to implement carbon emissions regulation,	Reduce carbon emissions by 20% year on year
	to adopt new licensing requirements.	Implement new licenses requirements on all site within x months
Customer/Client lead (i.e. client led strategic change requiring new physical assets)	to increase passenger capacity,	Build new airport, train line, port etc by year xxxx
	to deliver a major sporting event,	Deliver on time and on budget within scope and safely
	To improve flood controls	Reduce flood risk in x area by xx%
	To deliver alternative energy generation sources.	Generate xx% of country energy needs from alternative sources by year xxxx
	To reduce patient waiting time for hospital admission	Reduce waiting time to xx weeks for specific clinical cases by year xxxx

Do you agree? Can you come up with 3 examples for discussion? Easy no?

Our next article: Next step governance, planning and execution.

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- Gildas advises board members and departmental heads on planning and delivering major international capital investment programmes and managing issues arising from disputes in the construction, infrastructure, transport, property and energy sectors.
- Gildas founded GAN Advisory Services in 2013. He has 15+ years of extensive international experience across central Europe, Africa, South America and the UK in all phases of major projects and programmes with leading construction and management consulting organisations (Kier Group / Buro Four) and in performance improvement advisory for Ernst & Young.
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