

Change

Implementation

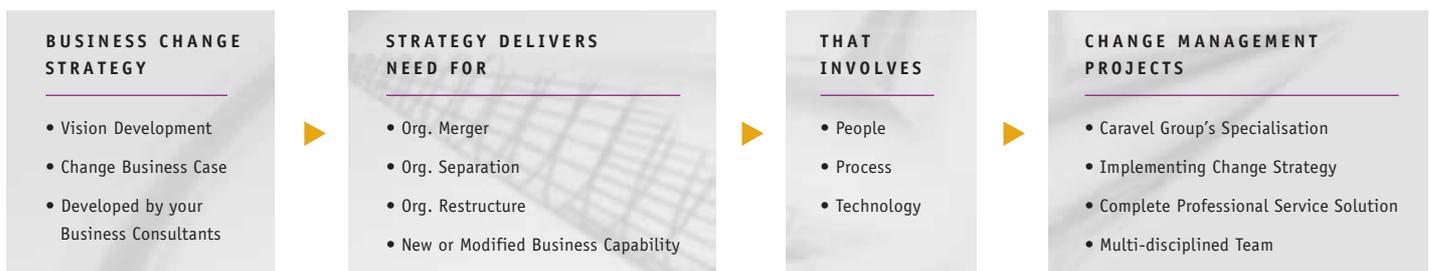
Caravel Group -
committed to
delivering
business
solutions and
implementing
change

Implementing Change with a Focus on Strategic Goals

Strategic change is often the key to business success. The degree of success, however, is ultimately determined by how well the change is managed and implemented.

The successful implementation of a change management programme requires a specialised skill-set, assimilation of the strategic vision and experience to ensure that individual projects, programmes of projects and portfolios of projects are carried out with the necessary planning and controls.

As a leader in projects, Caravel has a solid track record across many types of projects and industries, carried out by project managers that are specialists in implementing strategic change. They use a well-developed, methodical approach to carry out organisational change in a totally integrated fashion – without cost overruns and with an undiverted focus on the change objectives.



How can Caravel help ensure the success of a change management programme?

Caravel has the people, the experience and the knowledge to manage the change process and make a positive contribution to your organisation. Throughout the life of the project, Caravel's attention remains firmly focused on the strategic goals, without losing sight of individual deliverables.

All organisational change demands strategic management of the programme to ensure overall success. Caravel is a specialist implementer of change management strategy. Whether the task at hand is a merger, the establishment of a new business stream or a restructure, Caravel provides the critical link between the strategic vision and the delivery of the desired outcome.

Caravel approaches change management in a wide-ranging and multi-faceted fashion that involves all aspects of business - people, process and technology - with all relevant sub-areas.



Each of these areas needs appropriate consideration, depending on the nature of the project, programme or portfolio of projects. Caravel therefore selects an appropriate team to match the specific requirements. Picking up where business consultants leave off, Caravel starts by assisting clients to conceive the project implementation plan derived from the business strategy.



The human element of change

The 'soft' project elements become a critical success factor when a project changes the way you do business. In fact, these soft elements usually have a much higher impact on the likely project success than 'hard' project aspects, such as process re-engineering or new technology, which are easier to deal with.

This often manifests itself in the package of services offered by technology vendors. Organisational change aspects that are not related to technology are usually excluded, despite the fact that they often cause serious implementation issues if not addressed up-front.

Embracing people as part of the solution

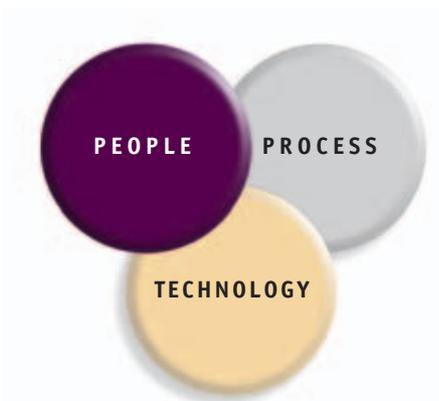
Ultimately people are the key to any change management project. Project team members, project sponsors, steering committees and, in particular, all those who are affected by a proposed change. And because these people are all part of the project, they also have to be part of the solution, which means that change management projects must address people aspects upfront. Clearly, if the project team is not resourced with the right skills and tools, they can't successfully carry out the project.

An organisation may, for instance, simply implement an upgrade to existing business capabilities through improved processes and additional technology but the success of the project will depend on recognising the potential need for changed position descriptions, recruitment of people with new skills, training and consultation with unions.

If the task at hand is a merger of two organisations or the separation of a business unit, there might be a requirement for executive coaching, facilitation and significant additional communications.

In any case, soft project skills are vital for successful change implementation and therefore need to be considered along with the hard aspects. Caravel's holistic approach recognises the importance of soft aspects by paying attention to:

- leadership and facilitation
- communications
- executive coaching and mentoring
- cultural change
- learning and development
- employee relations
- job design and specification
- recruitment and outplacement



Leadership or facilitation

Project leadership is pivotal for the project team, yet its role can vary tremendously. Appropriate project leadership is important to management, whether the role is a direct leadership role that visibly takes charge (leading from the front) or more orientated towards facilitation (leading from behind) with management taking the lead.

The project manager needs to discuss this with the client representatives to determine the best approach and secure the right leadership and facilitation personnel for the project team.

If the project manager is taking charge then the project sponsor/steering committee will contribute significantly to overall project success and must therefore have the authority to make organisation-wide decisions.

If management is taking the lead, then the project sponsor needs to take an active role to provide the necessary incentives for the organisation to embrace and actively support the project manager.



Communications

Change environments rely heavily on two aspects of communications:

1. Project business communication – e.g. with business units and suppliers or to communicate project status.
2. Persuasive communication – designed to influence people, change attitudes and sell ideas to groups within the organisation.

Most project managers, particularly those with a bent for technology based solutions, are very good at project business communication. However, they rely on the business to change attitudes or influence people. This can be a hidden project cost and a major project risk.

Caravel project managers can deal with the broad communication needs of a change management project. They understand the different needs and recognise that the emphasis changes significantly in skill level and volume which requires an appropriately skilled person. It is the responsibility of the project manager to identify the right personnel and ensure that the project's wider communication needs are met.



Executive coaching and mentoring

Within a facilitation orientated change management project, executive coaching can prove highly beneficial provided it is tailored to suit the specific needs of the individual.

Caravel's project managers are selected based on the needs of the projects and they therefore effectively identify needs for coaching and mentoring. Caravel's resource management engine embedded in the Total Knowledge Management Systems (TKMS) specifically maps the project requirements to the resource selection criteria to ensure that this capability is delivered.

Cultural change achieves real and lasting change

Cultural change deals with the core of people's underlying belief systems to change their behaviour at work.

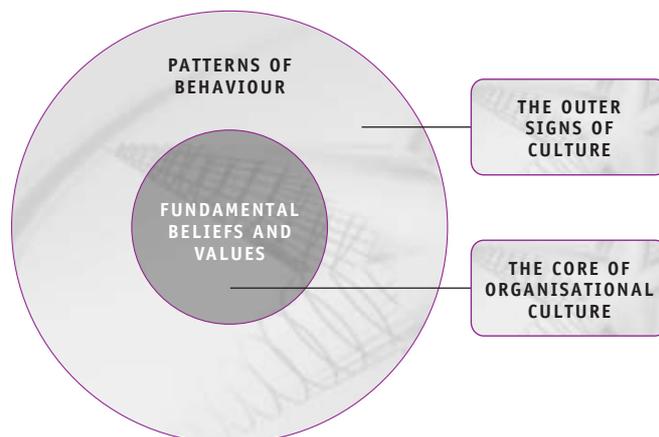
Culture in an organisational context is the way things get done around here - it reflects how groups of people behave in response to their environment. Where that behaviour has a negative effect on the performance of the organisation, cultural change can correct the behaviour and remove the effect. This is distinct from team building which is designed to reinforce positive behaviour and achieve increased performance.

Change management projects have inherently negative and positive effects on people and therefore require cultural change and reinforcement of positive behaviour. Understanding the likely impacts, and planning to minimise them, is as important as communicating effectively and working collaboratively with people in order to effectively support change management projects.

Depending on the nature of the proposed changes, the project team will need to apply these tools in varying degrees. This dictates the specific skill mix needed for a successful implementation.

At Caravel, these needs are mapped to the resource skills required by the project team using TKMS. It ensures that we provide tailored resources where cultural issues may affect the successful outcome of a project.

Cultural change alters behaviour in the workplace by dealing with the fundamental values that determine certain behaviour.



Learning and development

Large organisations usually have a learning and development program, often supported by a department with specialist skills in this area.

Existing learning and development processes are often the most appropriate mechanisms to provide staff with the necessary skills and capabilities required to operate in the new environment.

Caravel therefore expects the project to adapt training content as needed and work with internal departments to ensure a successful delivery according to schedule.

If there are no available resources, or if existing processes cannot effectively support the project, Caravel will supply appropriate resources needed to ensure the successful completion of this critical component of the change management implementation.



Employee relations

Many change management projects demand a consultative process with workplace representatives or unions. This requires skills that extend beyond an understanding of legal and industrial implications of the process.

While most organisations have dedicated resources that deal with industrial relations or human resource issues, these professionals rarely possess the change management skills required to manage the negotiations within the wider project context.

Caravel will work with your internal departments and supply additional project resources where needed to ensure the successful completion of this project component.



Job design and specification

By their very nature, change projects usually cause a review of resource requirements for particular activities. This often results in updates or the creation of new job descriptions to ensure maximum role clarity.

This requirement generally relates to the process re-engineering work undertaken by the project and can also be linked directly to the technology that is adopted by the organisation.

Unlike technology biased suppliers who treat this as additional work, Caravel embraces this aspect as part and parcel of the change management process and works with your internal departments to supply additional resources where needed.

This is an integral part of a successful change management implementation and therefore needs to be addressed up front with prospective service providers.

Recruitment and outplacement

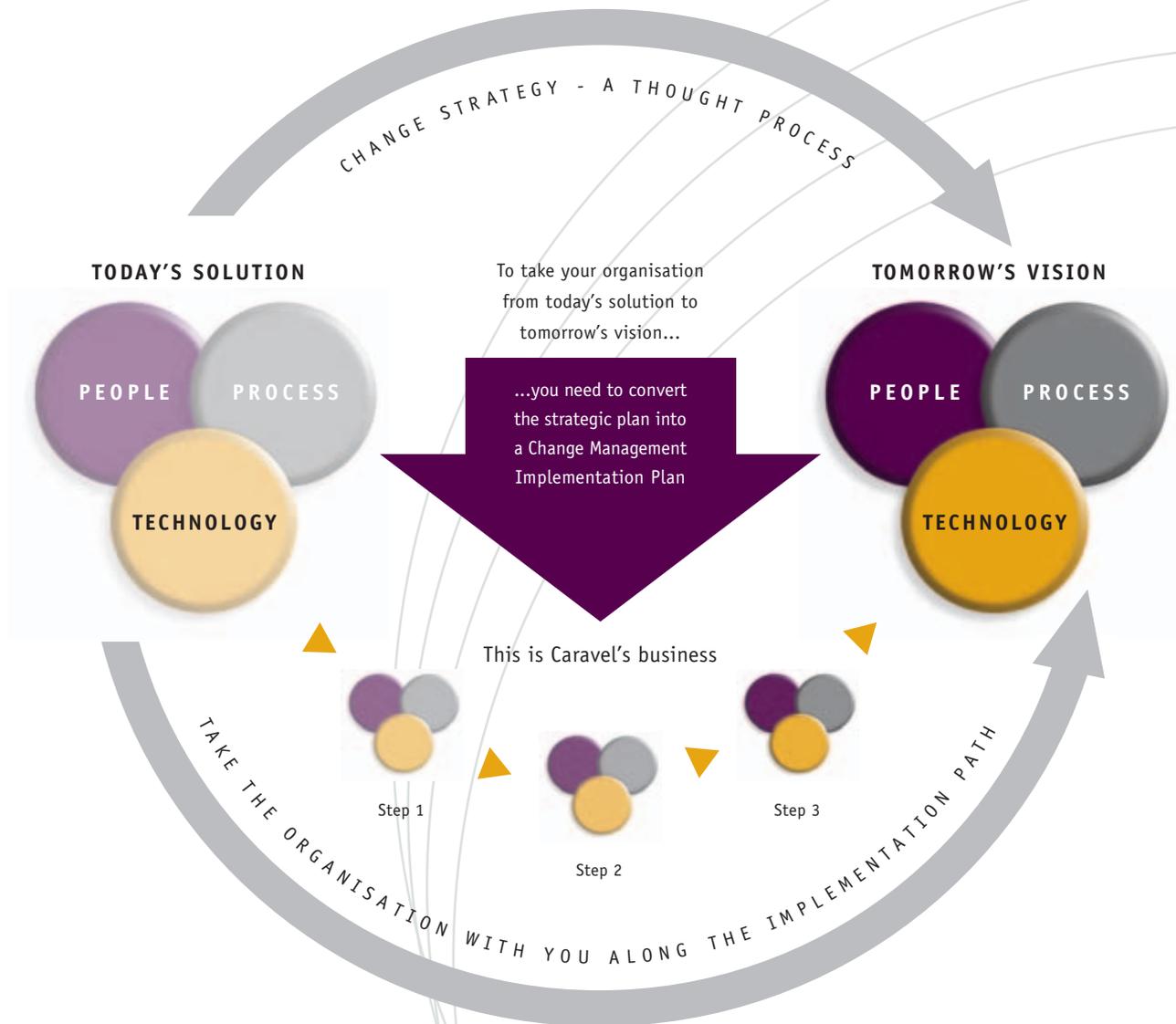
The final soft component deals with redeployment, outplacement or recruitment to ensure the successful implementation of the project.

Given that people's expectations of continuing employment are a particularly sensitive issue, Caravel uses its tried and tested effective communications tools: understanding the likely impacts on people and planning to minimise these, communicating effectively and working collaboratively with people.

Key steps to successfully implement change:

1. Re-affirm the strategy (vision) through the planning process
2. Perform Project Health Checks throughout the change process
3. Maintain a steady, consistent management of the project
4. Define a series of implementation steps relative to the capacity of the organisation
5. Ensure there is full stakeholder commitment
6. Address resistance to change through appropriate change management techniques and communications
7. Celebrate success of quick wins
8. Determine an appropriate pace of change in consideration of the business environment
9. Address perceptions (and realities) from previous change initiatives (cynics are often a key barrier to successful change)

Caravel understands the complexities of moving from the status quo to a new operating environment. A multi-disciplined team of professionals runs all aspects of the change management process.

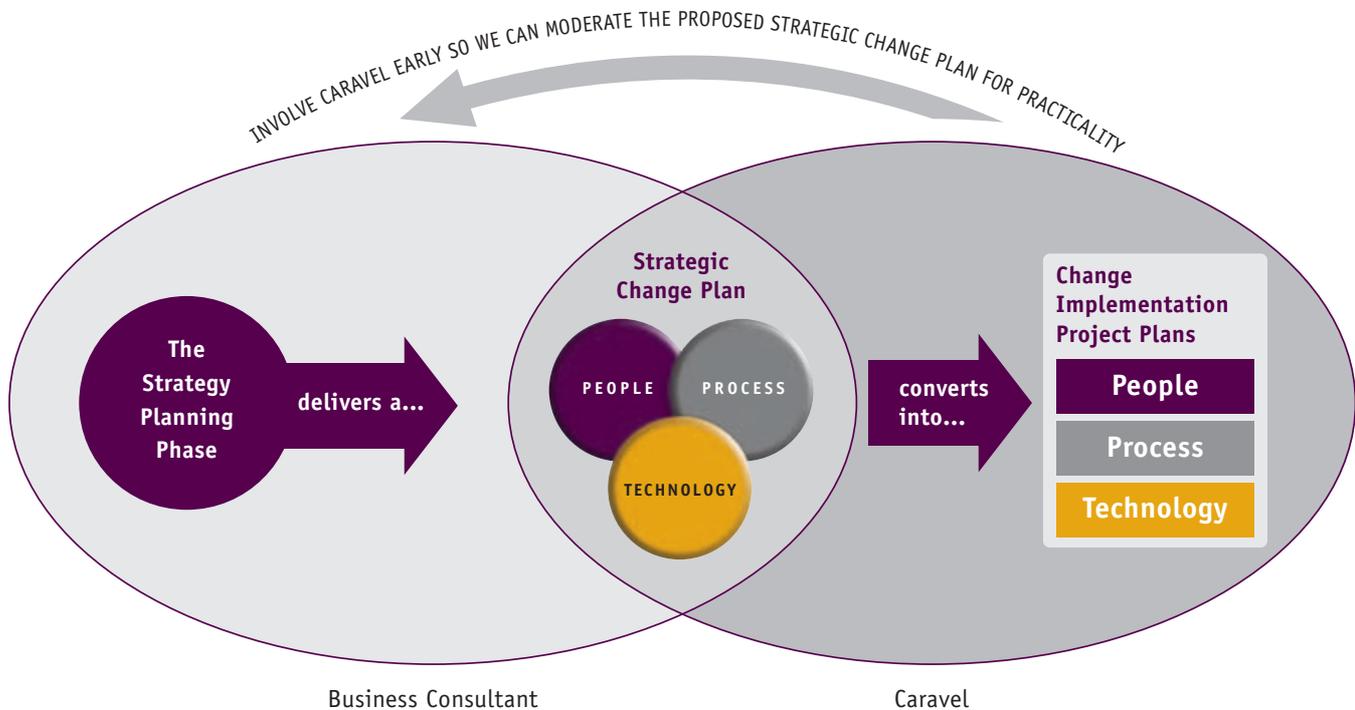


How does the Caravel approach differ from others?

Caravel uses a holistic approach for its projects. We deliver a complete business solution that includes the people as well as the process and technology.

This approach provides a valuable link between the projects and the business strategy. It also enables all knowledge and intellectual capital to remain accessible for as long as necessary. Thorough reporting means that clients have better visibility of the overall project status and remain in control of the process at all times. Last but not least, there is also peace of mind from knowing that risks in all areas (not just financial) are addressed.

CARAVEL'S ENGAGEMENT MODEL



Caravel's strategic change implementation services include:

- moderation of the strategic planning phase
- solution development
- feasibility studies/business cases
- portfolio management
- organisational change
- knowledge management

Caravel has what it takes - a thorough understanding of the complete change scenario involving all aspects of people, process and technology, the tools and the track record to deliver change. Clients benefit from a tangible, transparent and measurable approach that gives a clear understanding of how to reach project finalisation in a structured and reliable manner.

Caravel's range of project services

As a leader in projects, Caravel offers a range of specialised consultative and implementation services that span the entire life cycle of a project from inception, through implementation to final hand-over. Caravel adds value at every point along the way through project management services for:

Strategic Management of Projects

Core services include:

- Multi-project Management
- Organisational Resource Management
- Value Management
- Project Feasibility Studies
- Critical Chain Modelling
- Organisational Project Management Maturity Assessment

Project Assurance

Core services include:

- Project Governance
- Project Audits
- Project Health Checks
- Project Performance Management
- Recovering Troubled Projects
- Project Risk Assessments
- Post-implementation Review
- Mentoring and Training

Project Planning and Execution

Change Implementation

Business Process Innovation

Business Partnering

Enterprise Management Solutions

Operational Management Centres

Core services include:

- Customer Contact Centres
- Service Management Centres
- Operational Control Centres
- Mission Critical Moves

Safety Critical Projects

Dealing Rooms

Bid and Tender Management

Project Management Office (PMO)

Security Management Projects

Caravel can tailor a range of industry-specific services to suit the exact needs of your organisation.

Please refer to our website for your nearest
Caravel office: www.caravelgroup.com



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