Finding a Home
Sweet Home for Change Management

Community of Practice Webinars
May 2016
Presented by Catherine Smithson

Introducing Being Human

• Founded in 1993
• Our mission: develop change-capable people and organisations so they achieve the benefits of change.
• Prosci Affiliate Australia and New Zealand.

“Change is the law of life. And those who look only to the past or present are certain to miss the future.” John F. Kennedy
Upskill your change skills in 2016

**Build buy in for Change Management with Project Managers and Teams**

**Prosci Delivering Project Results Workshop**

- 1 day
- For Project Managers and teams, Change Champions, IT specialists, BAs
- Bring a current change
- See connection between Change Management and achieving results
- Includes $300 worth of Prosci cloud tools
- **Auckland June 21**
- **Brisbane September 13**

And other dates in 2016
In house program also available

**Create a roadmap for becoming a change capable organisation**

**Prosci ECM Boot Camp**

- 1 day
- For heads of Change Management, leaders of ECM initiative
- Assess your organisation’s Change Management Maturity
- Create or fine tune a roadmap for embedding change capabilities
- Includes $685 worth of Prosci on line tools
- **Melbourne June 16**
- **Perth October 4**

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**Agenda**

1. Project land - where to locate Change Management?
2. Enterprise land - why does Change Management need a home?
3. Snapshot of global Best Practices
4. Top 5 Tips
5. Q&A
Our focus today: projects and the enterprise

• Two levels for the location decision:
  1. Project-Land
     • How do we define the Change Management roles and structure on projects and programs?
  2. Organisation-Land
     • When we move to an enterprise focus, where do we locate the CMO or functional group?

Project land: Change Management team structure examples

- Team Structure A
- Team Structure B
- Team Structure C
- Team Structure D

1120 participants in 56 countries. Prosci copyright 2016.
Project land: popular vs effective

Most effective Change Management reported with these structures

Team Structure A 37%
Team Structure B 21%
Team Structure C 14%
Team Structure D 22%

Why is Structure A so popular?

- The art of the possible!
- Funding for Change Management comes from projects
- Makes it easy to align/integrate Project Management & Change Management
- Effective
- Other reasons?
Enterprise level: Why does Change Management need a home?

- Key success factor in building change agility
- Provides credibility, longevity, focus to the change capability building effort
- Provides key functions that can't be delivered otherwise
- Other reasons?


Top 5 industry sectors having a CMO/functional group:
1. Banking
2. Utilities
3. Retail
4. Government – Federal
5. Consumer Goods Manufacturing

Location of functional group:
1. PMO
2. HR
4. IT

38% of study participants reported having a CMO or functional group (A & NZ just above global average)

CMO/functional group by Maturity Level:
- Entire study: 38%
- Level 5: 67%
- Level 4: 58%
- Level 3: 41%
- Level 2: 26%
- Level 1: 22%

Organisation-Land
Most common Change Management locations

1. PMO
2. HR
3. Strategy, transformation planning office
4. IT
5. Within business units/operations
6. OD
7. Corporate/Shared Services
8. Others?

Pluses and minuses of each?

**PMO**
+ Where major change is managed
+ Integration
+ Standards and governance
+ Competency building
- ?

**IT**
+ Major projects
+ Integration
- ?

**HR**
+ Synergy with leadership development, culture, engagement
+ Enterprise reach
- ?

**OD**
+ Alignment with OD strategy & role
+ OD role in change
+ Enterprise reach
- ?

**Strategy**
+ Close to C Suite
+ Enterprise reach and authority
+ Enables early application
- ?

**Corporate**
+ Enterprise reach
+ Common offering
+ Allocate resources
- ?
Tip 1: Who would be the most committed Sponsor of ECM?

- Where does the Executive live who is most committed to building change capability?
- Could this be the home for Change Management?
- May not be “the usual suspects”
- What are your objectives for this phase of your Change Capability build?
Tip 2: Assess which area is generating the most strategic change

- Would the Executive of this area be an effective Sponsor?
- If not, how can you engage the Executive and the group in the set up of the CMO/group and making it work? What's the WIIFM?
- Use Change Management to get them and keep them on board

Tip 3: Clearly define the role and value add of the CMO or function

1. Own and maintain the Change Management methodology (83%)
2. Own and maintain the Change Management tools (77%)
3. Provide consultative support to Change Management practitioners on project teams (74%)
4. Provide Change Management people for projects (71%)
5. Maintain a Change Management community (66%)

Tip 4: Mistakes to avoid

- Areas with limited power and credibility
- Disengaged or absent Executive Sponsor
- Active opposition, cynicism or passive resistance from people in the area
- History of failed attempts in this area
- No overall Change Capability Plan or clear measurable objectives for this phase of deployment

Tip 5: Be flexible

- Move Change Management as Maturity grows & business needs change
- Typical pathways:
  - IT ➔ PMO ➔ Transformation & Strategy
  - HR/OD ➔ PMO
  - Others?
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