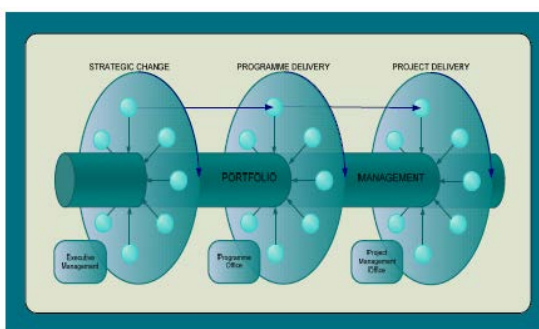


# BUSINESS CHANGE MANAGEMENT

Business Change Management involves managing all change from strategy creation through to realising benefits from the solution. It is an essential yet extremely complex area that requires a dedicated structured approach and full support across the organisation. To realise the full benefits of a SOA approach a Business Change Management framework is essential for encompassing the different business units involved, facilitating shared communication and co-ordinated effort. It is important to realise that this is an evolutionary cycle and a key enabler of re-using capability through a consistent approach to delivering change.

## GLUE REPLY BUSINESS CHANGE METHOD (GBCM)

The Glue Reply perspective on organisational change is one where strategic and operational change cycles are fully integrated and coordinated/managed through Portfolio Management and Governance frameworks. Programmes are part of a larger strategic change portfolio that is driven and enabled through the highest level of the business change cycle.



Central to the method are Portfolio Management and Governance. Portfolio Management captures the actual outcomes of any activity within the change cycle in a central repository, to ensure the creation of a holistic perspective. Portfolio Management provides the organisation with the ability to manage change across the organisation without the hindrance of silos of any kind. Governance provides appropriate controls around change to ensure consistency of change delivery.

### STRATEGIC CHANGE CYCLE

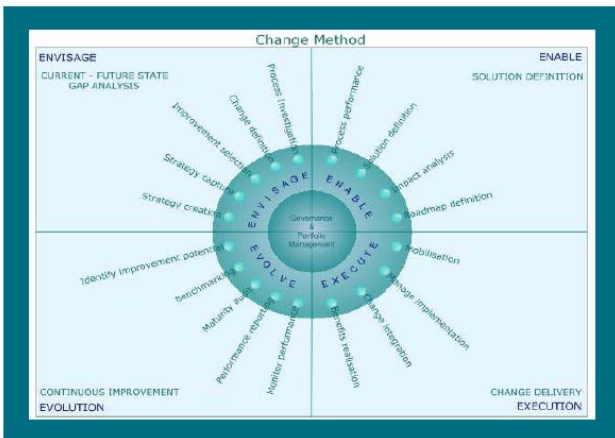
- During the first iteration of the change cycle the organisational direction for the next 5-10 years is defined
- This strategy is defined by executing the envisage and enable stage of the method resulting in a roadmap for change
- The execution of this roadmap results in one or more programmes being initiated to deliver the change

**PROGRAMME DELIVERY CYCLE**

- When a programme is defined it will go through an exercise to define the vision, business case, benefits and a roadmap detailing the timelines for delivery
- Depending on complexity of the solution one or more sub-programmes may be initiated normally structured on work streams: HR, IT, Training

**PROJECT DELIVERY CYCLE**

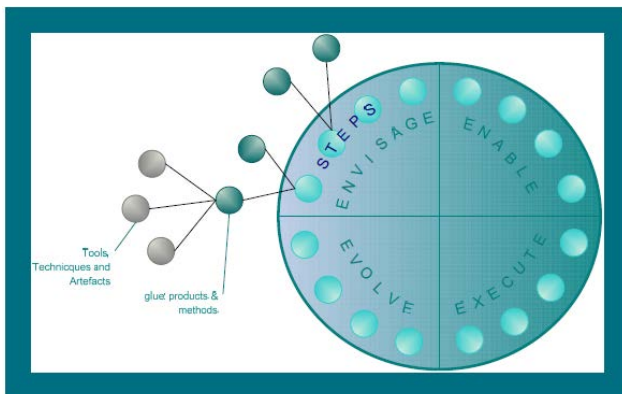
- The lowest level of work unit for the method
- The outputs ultimately contribute to the realisation of the benefits and outcomes as defined in the overall programme for the strategic change



At each level of change the steps defined in the change method as shown are executed.

In most organisations the vehicle for change delivery is programme (Project) management. In conventional programme management the method applied combines the information gathered at the different levels in the organisation in one continuous Programme Management process for one Programme. The Glue Reply BCM will prevent this kind of silo creation.

**CHANGE METHOD PHASES**



- Envisage** – assess where organisation needs to be and where it is at the time of assessment
- Strategic** – understanding the organisation, change required, options available and impact
- Programme** – additional detail with a programme outcome specific focus ensuring it is aligned to the strategic level
- Project** – additional detail with a project output specific focus ensuring it is aligned to outcomes of the programme (includes requirements gathering).

- Enable** – define what needs to be done and assess the wider impact of the change
- Strategic** – organisational assessment, impact analysis and process design at the strategy level
- Programme** – define solution options, evaluate and produce roadmap of projects
- Project** – Solution Architecture for the desired change at the project level
- Execute** - deliver the execution of the roadmap
- Strategic** – Initiate one or more programmes/projects to address the change

**Programme** – Initiate one or more sub programmes or projects

**Project** – Produce the outputs required to meet the programme outcomes and ultimately realise benefits of change

**Evolve** - a continuous activity of monitoring, harvesting and identifying improvement  
This occurs at all levels of change and a mechanism is required to ensure that the opportunities are communicated and addressed.

The benefit of this change method is that the impact of changing internal and external environments can easily be assessed and integrated at the right level in the organisation and through a process of evolution rather than revolution.



Glue Reply is UK's leading consulting services organisation focused exclusively on optimising IT/Business alignment and minimising the cost of business and IT technology change. Our core proposition is to help organisations maximise the value from their change and technology investments by helping them define, design, implement and resource best practice:

- Enterprise architecture and business/technology change management processes, roadmaps and competencies;
- Business design and process management initiatives;
- SOA, integration and data management platforms.

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