

**Gary's Guide
To**

Change Management

**Revealing a practical approach to managing
changes for enterprises of any size**

Gary Percival

Gary's Guide to Change Management

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About the Author



Gary lives in Melbourne, Australia. He runs his own Service Management consultancy business – SM4ALL Services (Service Management for All Services – www.SM4ALL.com.au). He has performed and consulted in Service Management, primarily Change Management, for organisations, large and small, for over twenty years.

As a result of this extensive experience, Gary has accumulated a wealth of knowledge, that he felt the need to share. Lessons learnt over the years, have been condensed into this book. The good, the bad and the ugly of a much misunderstood and maligned discipline, which continues to be essential for all organisations, in order to remain resilient, and to grow.

Gary has taught Service Management, formally and informally, during his time in the industry. The outcome has been strong positive feedback from his students. His approach in implementing and enhancing service delivery, has always been a practical and pragmatic one. Consulting by listening to the customer, and adjusting the outcomes to what best suits the individual organisation.

Gary has always been customer-focussed in every aspect of his work. The writing of this book has been a challenge as it is not easy to establish to close interaction with the customer (you the reader). He wishes that his message comes across as open, honest, and with a focus on presenting value. How well this is achieved will be unique for each person.

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Part One - Fundamentals

This first part of the book contains six chapters on the fundamental elements of Change Management, that should be known and understood by everyone. It covers the 'facts' of the practice that must be considered, and implemented, to have a basic, functioning practice. This is the 'science' of Change Management. Having this in place as the foundation, will allow you to build a practice that adapts to your unique environment and culture, while allowing the degree of flexibility required for growth and improvement.

Elements of this part need to be extracted, considered, discussed and agreed as to what you want the first, or next, iteration of your Change Management practice to contain. This sets up the 'ground rules' for future development and growth of the practice.

The chapter of Change Management is the governance chapter. What you need to have in place as far as guiding principles. With this framework, extensions can be gauged as being in line with the direction set.

The process chapter, and that on types and roles, provide a number of options for you to consider. You will not be required to, nor should you try, to implement all of these options. Select which apply to your current situation. At the next iteration, other options may become desirable. This will see your practice grow.

Chapter 1 Introduction

Too often I hear quotes like, “Change is done very poorly in our organisation.” And this makes me wonder why? Changes being handled in a reactive manner seems to be the normal practice in many enterprises. I hear excuses such as:

- “We are so busy trying to keep up, that we don’t have time to properly manage changes.”
- “Business is demanding we stay ahead of the game, so we are constantly having to make changes. We cannot be spending time on planning. Just do it.”
- “We haven’t got time to do it properly now. We will fix it up later.”

Do you see changes happening in your workplace that were not performed well? Changes that caused unexpected problems, and that caused people heartache when they failed to deliver their promised benefits? Changes that instead produce errors and service breakdowns (not to mention people breakdowns)?

Are changes being ‘managed’ by ad hoc emails bouncing around the organisation, with no one assigned to track the state of each change? “If you do not respond with any concerns in the next two days, I will assume you approve of my change going ahead.”

Do you see changes backed out and tried again later? Changes that get reversed out by a later change, either on purpose or by accident. Changes overriding previous changes, and bringing back errors that were resolved. This should never happen.

Think of all the trouble that rogue changes cause you, and the people that you work with. A change should deliver benefits to your organisation (otherwise, just don’t do it – sorry Nike!). Changes should never come as a surprise to anyone. No one should feel like they are constantly chasing their tail trying to keep up with everything that is going on.

Changes to the current status quo is a fact of life. “The only constant is a constant state of change.”

If changes are all around us, why are we oppressed by them? Why do we continue to flounder with changes? Why do we allow ourselves to be stressed and frustrated by them? Instead, should we not take control and manage changes so they serve us, rather than the other way around?

If you are feeling like this is an all too familiar situation, then take heart. It can be fixed. **Change Management** can put you back in control of changes and your working environment.

Change has been with us since our ancestors decided to climb down out of the trees and walk erect. That was one hell of a change! And change will always be with us. History records change. Change makes history.

Change can be unnerving. We are creatures of habit. It is comfortable to know how life works, and reassuring to know what is to come. Change takes us out of our comfort zone. It takes us away from this assurance. Change can be looked upon as destabilizing. Yet we know it is there, and always will be. So, what can we do about it?

The best way to deal with change is to EMBRACE it. Not just helplessly accept it, but to engage in it. With change always comes possibilities and opportunities. Look for the positive and you will be

rewarded. Implement a practice that openly accepts and encourages changes. A practice that handles changes to remove the stress and deliver the benefit. Implement **Change Management**.

But wait a minute Gary,

“Our organisation already has Change Management. Not only does our Change Management not solve the issues raised above, it actually makes things even worse. With Change Management we still have the above, plus:

- There is more paperwork to be completed
- Spending more time following the process than implementing the change
- The process introduces delays to our changes
- There are so many approvals to be had, it takes forever”

Again, I have heard it all before. If your Change Management process is causing more headaches than cheers, then chances are your organisation’s Change Management practice has not been implemented the right way, and with the right focus.

NOTE: Throughout this book I will use the collective term ‘Organisation’ to include company, business, enterprise, charity, public service, association, club, society, whatever! Change Management principles can be applied to any grouping in which you want to actively improve performance.

Who are you?

As the old adage says, “There are three types of people

1. Those that make Change happen
2. Those that see Change happen and get involved, and
3. Those that do not know what is going on”

It is always best to be in the first group. If you cannot be in the first group, at least try to be in the second. This really does help to better set your mind for positive outcomes.

Get involved by, understanding how change is managed in your organisation. See how these changes align to the stated organisation and service strategies. Learn about the reason for changes. Contribute to the changes that matter to you.

Take things into your own hands, use Change Management to achieve the outcomes you want. Make change work for you.

If we want things to get better, we must make changes. Continue to do the same thing and expect a different result is blind optimism at best.

Uncontrolled changes lead to unknown (and most likely undesirable) results. Get in control. Manage your changing world, now and going forward. Get ahead of the game.

1.1 How will Change Management help?

One of my favourite feedback quotes is when someone said to me, “Gary, when you first started here, with your processes and stuff, I thought this was just another management ‘flavour of the month’ activity. Now, one year on, I look back at how stressed out and busy we were. Always rushing changes, and fixing them up later, and I see how your processes have made our working lives so much better.” This captures the very goal of this book – to remove the stress of changes and make the working environment a nicer place to be.

Implementing Change Management is a great way to get in control of changes. With control, we reduce the stress and panic. We increase the cooperation and cohesion. We actually find we have more time to perform interesting work. Changes are introduced with the least amount of effort and toil, and with greater thought and care.

The key is to keep Change Management as simple, open and clear as practical. Focus on the value that a structured process delivers for the players involved. No technical jargon from highly paid consultants. Change Management must be easy to understand and embrace by everyone.

Begin by listing the frustrations you are having with trying to implement changes. I have listed a few already to get you started. Add to this list, why you think you should even want to manage changes. Consider what life would be like if there was a free-for-all on changes. Loudest voice gets their way!

Change Management must focus on solving these frustrations. It must process changes for the greatest benefit to the organisation, outcomes aligned to the organisation’s strategy and purpose. Is this how your current Change Management practice was introduced?

So, what is Change Management?

Change Management comes in many flavours. There is no one-size-fits-all. There are some must haves. Beyond that, it can be adjusted to suit the people involved. That said, I have seen ‘Change Management’ departments that call themselves such, but do not have the right focus and do not practice the basics. Be careful when someone tells you what Change Management is by using the way they do it as ‘the’ way.

Change Management is a practice for identifying and managing changes. Having a structured and orderly way of dealing with changes so they do not become out of control. A means of reducing the frustration of a constantly changing environment. A process so that changes become your friend not your enemy.

Change Management is a service! A service to those that want to make changes to improve the services they deliver to others. Change Management is a service to service providers, which is all of us. We all add value (else, why should we be employed?) To increase the value we deliver, we must look to change the way we work, for the better.

Change Management must be built and maintained in order to assist change makers to deliver value as easily as possible. Change is innovation. For all enterprises the rule is simple – innovate or die. This implies that changes are a positive factor in our lives.

Your Change Management practice must encourage others to think and perform better change delivery. Your Change Management process must make sense to the change makers, so that they can see the benefit to them of following your process. Your Change Management process must take some of the burden of change implementation off their shoulders. Make their lives easier.

However you choose to implement it, the basics of Change Management must always apply. Good Change Management is there to make the lives of those involved in changes, less complicated. Take some of the headaches away. Make it smoother and less effort to implement changes, while reducing the risk of changes causing problems. To provide oversight of what is happening organisation-wide, so that the change makers do not have to. Let them focus on their changes.

Remember that a service is provided to a customer to increase the value to the customer, and reduce their exposure to managing the components involved. Change Management is a service to those needing to deliver changes, by enabling more changes and better outcomes, per resources involved, while reducing the likelihood of negative impacts. Think of Change Management in this way and you have the philosophy of Change Management, and the right mindset to finetune it for your particular needs.

Proper Change Management leads to better outcomes for your efforts, and greater control of events. After every change, hindsight tells us what we should have seen coming. We should have been prepared and known what to do if things went wrong. Change Management is about bringing that hindsight forward. Looking at the full scope of possibilities, maximising the benefits, and being able to act quickly should plans go astray. Without it, changes happen, usually with unexpected consequences.

Implementing good Change Management can be harder than you think. It is impossible if you do not have the right mindset for why you are doing it. The mindset of focusing on value to your customers sounds like common sense. Unfortunately, it is more often said than practiced.

1.2 Why Write This Book?

I have implemented Change Management several times for large organisations, and have seen the elements for successful implementations, and those which led to 'sub-optimal' results. My objective is to provide a guide for doing it right. My experiences, I hope, will be of value to the reader. The things I did right (in my humble opinion) and those things that I would have done differently the second time around.

Along with implementing, for many years I have delivered service management training, including Change Management, to a wide audience. Feedback from delivering the training has helped me to focus my message on what is required to create a great Change Management practice. One that delivers value to all involved.

I felt a need to capture all of this learning and presented it in a concise form. Hence, this book.

What you have in your hands (or on your screen) is a book on how to improve the fluent processing of changes in the workplace. To encourage any staff, that have bright ideas, to make changes that can help distinguish your business from your competitors. Change Management is a practice that means broad engagement in the goals and outcomes of your company.

The primary reason for writing this book is that I have seen Change Management implemented with varying degrees of success over my years in the industry. It should not be hard if you follow a logical approach.

Change Management implemented poorly means:

- Wastes money and time
- Frustrates people involved
- Not delivering good changes
- Too much bureaucracy and not enough innovation
- Seen as a road block rather than a supportive service

Many organisations apply Change Management by the book. Implementing the processes verbatim from what they have been taught. “The book says we have to do this.” They find it difficult to adapt the processes to accommodate their unique situation. I have seen businesses alter their business processes to fit with the text-book approach to Change Management. Much like the tail wagging the dog.

This feels wrong, and it is wrong!

Instead, this book has been written to provide that logical approach to introducing good Change Management. Included are options you may want to consider when adapting the practice to your situation. Not knowing your particular environment, and organisational culture, it is then up to you and your team as to what your unique adaption will look like. How simple or complex you make it is up to you. I suggest you start simple, with the basics presented, and evolve by applying some of the options raised.

I want to make people’s working lives so much better. Less stress and more productive. I know it is possible. I have done it several times over. I do it by avoiding complication and bureaucracy. I hate it when there is too much paperwork for very little value. It seems to be part of human nature to complicate any of our endeavours.

You don’t need to put every change through rigorous scrutiny. The effort involved in assessing a change must be proportional to the effort and risk involved in the change.

You don’t need the greatest tools to support the processes. Often the tools, and the vendor salesperson, want to dictate the process. “Your process must do this and that, which our tool does.” What matters is the practice that best suits your enterprise culture and strategy.

I have seen a state government run their entire service management practice on Excel spreadsheets. They came to realise they needed something a bit more sophisticated. That is fine. They began small and matured. The lessons learnt from the spreadsheets meant that they could review different tools knowing what they wanted, and not be dictated to. A great state to be in.

Easy when you know how.

1.3 A Need For This Book

Do a search for Change Management books, not Organisational Change Management OCM, which is a different topic entirely. There are not so many books on Change Management. Of those, most have been written by vendors, who instruct the reader as to how best to perform the process using their tools. This approaches the problem by starting with a solution and trying to make it fit. It is much better to understand the symptoms you are experiencing, and possible causes, and how your practice will correct them.

Throughout this book, I remain vendor and tool agnostic. There is no discussion of one tool compared to another in this book. Separate the process from the tool. Determine the practice you want, build it, then you can look at a tool which best fits your needs.

There are also many books on 'surviving' changes. These cover the psychology of Organisational Change Management – how to deal with the 'people' side of changes. A worthy topic to be knowledgeable about, but not the point to this book.

To my surprise, there were few books about the proper implementation of a Change Management practice – for the pragmatic approach to managing changes for the sake of the changes.

This book is a guide to just that. Managing changes, so as to get the best outcomes. The changes can come in many forms, and from many directions. The key is in determining the ones that impact you, and that you can influence.

This book is a practical and pragmatic guide to managing Change Management. It is not doctrine to be religiously followed. This is a guide for those that want to have a structured approach to implementing changes for maximum value, and with optimum resource investment.

Too many organisations that implement Change Management 'by-the-book' (not this book!). They introduce processes which are cumbersome and bound down in paperwork, for the sole reason that that is what the manual says must be done.

This book has been compiled to help organisations, of all sizes, to implement an effective Change Management practice. The principles, policies and practices in this book will aid businesses from the small to medium, who realise the need for proper control, up to the large and multi-national, that want to tweak their current system to increase the value it brings. It is about scalability of the practice. Being able to put sufficient, and not excessive, effort into processing changes.

You need to understand the objectives and components of Change Management, and construct a practice to best achieve them. Use your diverse team (having first read this book) to build a Change Management practice that works now, and has the flexibility to grow with you.

The focus is on changes in the workplace. If some of what is covered helps you with the changes happening in your life (for those of you that have a life outside of work), then this is a plus. However, this is not a book on mental well-being and life management – I am far too unqualified for such a text.

This book has been written for Change Management within businesses. By businesses, I mean any enterprise that exist to deliver services to their customers – businesses of all sizes, government and non-government, not-for-profit and social enterprises. This book applies equally to all.

A well-structured Change Management practice will be easily capable of managing changes regardless of how the changes came about, or what approach is adopted to develop and implement them. Understand the fundamentals of Change Management (adopt these) and apply them in the way that best suits your business (adapt to your needs).

In every section of this book, consider how what is being covered can apply to your situation. Some organisations benefit from formal meetings and documented decisions. Others can be less formal. What is important is that all of the considerations due to a change are covered. Deliver on the basics and your Change Management practice will work effectively for you.

Although my background is in IT, the material covered applies to all departments of any enterprise. This book does not make any assumptions of prior knowledge. I minimise my use of terminology.

Some of this book will sound like 'egg sucking 101' to the more seasoned Change Management staff. This book is a 'back to the basics' manual. It will guide the reader, regardless of their level of exposure, through the critical components. If some sections feel a little slow, you have my permission to speed read them. Regardless of your experience, there are still many nuggets of gold to be found within these pages. Be careful not to miss any.

NOTE: Where it aids understanding, I have included some examples to illustrate points. Unless stated, all examples used are those that I have personally managed. I have felt the pain and learnt the lessons.

1.4 Service Management – the bigger picture

Change Management is not on an island on its own. No organisation should consider enhancing Change Management while ignoring the closely related other practices. There is a collection of practices that mutually support each other to manage services. This collection is known as the Service Management framework.

Change Management is one of the key practices making up the core Service Management framework. As a background to better understand the ideas behind Change Management, it is worthwhile exploring the Service Management framework.

Service Management, as the term implies, describes several disciplines that are applied to maximise the value of the services you provide. Think about it. We all do provide services to others. We may not always be aware of it. For Service Management, and Change Management, it is important to realise what those services are, and to whom they are being provided.

The focus of Service Management is on a more effective customer experience, while being more efficient with service provision. Having a structured approach to increasing the value of your service to the service user, AND reducing the cost of delivering that service. Driving for a happier customer and a happier bottom line.

Accordingly, Service Management is divided into two parts – Service Support and Service Delivery. Loosely, Service Support relates to the effectiveness of the service, while Service Delivery drives greater efficiency of providing services.

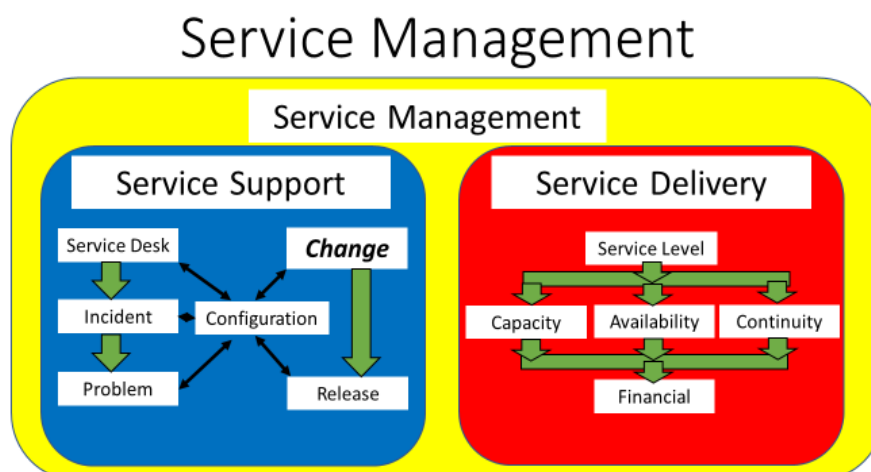


Fig 1.1 Service Management Structure

Service Support is best used to maximise value of your existing services. Getting the best customer experience from those services that you are known and valued for. Being able to assist the customer when and how they need it. Also addressing issues quickly, when they occur, to get the service back to its normal functioning. Change Management is one of the practices of Service Support.

Service Delivery is the planning for new and improved services. Always matching your service portfolio with that of the customers', and potential customers', needs and expectations. Keeping ahead of the game. Bringing the next innovative step into being, to capture the market share. Maintaining the optimal resources invested so as to meet the user expectations without over spending. Aligning supply to demand.

The practices of Service Management all interact with each other. All practices should mature together, at roughly the same pace. Getting out of balance means underperformance in one or more areas, which in turn leads to frustration and confusion for your customers and staff.

Change Management is a key to smoothly introducing innovations. Change Management is central to the life, growth and strategy of any enterprise. This is why it is critical to get right. Without a functional Change Management practice, the rest of Service Management, and service provision in general, suffers from a haphazard introduction of service updates.

If you are going to embark on introducing, or significantly improving your Change Management practice, I recommend you include an assessment of your organisation's performance in the other practices as well. Baseline where you are at with each, and where you feel you should be. Which steps need to be taken, and in what order, to build up your full Service Management capability.

You may find that Change Management is not area you need to start with. Do not throw away this book. I cover the other practices in Chapter 12, and sooner or later you will need to improve your Change Management practice.

1.5 Who would benefit from this book?

Every enterprise, and everyone in the enterprise, should understand the basic principles of Change Management. Since the goal is to have a standard process across the organisation, it is important that all staff have the same understanding of the key concepts. This greatly aids communication and cooperation between parties.

Where people's roles are directly involved in the management and implementation of changes, they need to be deeply aware of the objectives and means by which Change Management achieves its outcomes. That said, the primary audience of this book is anyone in any of the three mindsets below.

1. You feel that your organisation would benefit greatly by having a consistent way of handling the plethora of changes constantly flying around. There has to be a better way to control the changing environment, and to realise promised value. This better way must be organisation-wide for consistency and efficiency.
2. Your organisation already practices Change Management, however it is not as good as it can be. There is too much effort going into processing each change, and not enough focus on delivering the change. Your staff are experts in delivering outcomes. They should not be bound up in filling in forms and attending meetings, that do not provide sufficient returns for their involvement.

3. You are a change maker that finds it a struggle to make changes. There turns out to be too many players overseeing the change. Your focus is on innovation. You want to deliver fast. You need to know that your organisation promotes change.

The secondary audience is any one that is impacted by changes (isn't that all of us?) The key message is to help people understand that Change Management involves both the science (learnt from a text book, this one for example) and the art (knowing when to adapt processes to optimise for the situation, definitely from this book).

1.6 Structure of this Book

Change Management is made up of both the 'science' and 'art' of the practice. The science is about learning what the process is, and what it must achieve. The art is knowing the purposes behind change management, and hence, how the processes can be adapted to deliver the best return to stakeholders. This book is structured accordingly.

The remaining chapters of this book cover each of the key components of Change Management, and offer options for greater performance. I do advise reading Part I – Fundamentals first, then, whichever chapter(s) are giving you the most concern in your current process implementation. Some chapters will be more important to the reader than others. At some point, you should read all the chapters. Afterall, there is a very good reason why I included them – trust me!

PART I – The Fundamentals

The science of the Change Management process is laid out. These are elements of Change Management that are 'not up for negotiation'. These are the 'must haves' to provide a professional Change Management service.

Chapter 2 covers what Change Management is and why it is important. It sets the foundation for the rest of the book.

Chapter 3 explains the change process. For organisations large and small the process steps and considerations are the same.

Chapter 4 provides a list of artefacts that you will need to support the basic process. They will make performing the process, tracking and reporting, that much easier.

Chapter 5 lays out the different types of changes. Too often organisations complicate this area. The golden rule here is keep it simple.

Chapter 6 talks of the various roles within the Change Management process. These are not job titles! What is covered are the activities that might be expected of someone that has been assigned that role.

PART II – Implementing the Practice

Still on the science, however across the components of Change Management beyond the process. These chapters cover the 'must haves' to support, maintain and improve the process. Without the full scope of the practice, the process ceases to be a service aligned to deliver value.

Chapter 7 broadens the process into a practice. Change Management is more than just a change managing process. To successfully implement Change Management you need to know, understand and cater for all of the components.

Chapter 8 suggests a means of implementing the full Change Management practice, and continual refreshing of the process. It needs to evolve with the needs of the organisation.

PART III – The Flexibility of the Process

Here is where the art begins. We look at possible options to explore and for your organisation to experiment with.

Chapter 9 is a challenge to the various elements of the basic Change Management process. Where can your process be streamlined for even greater value.

Chapter 10 discusses the different types of customers, and how you might want to adjust your processes to accommodate them.

PART IV – The Flexibility of the Practice

More art, but now we are looking at the Practice perspective. See options for fine tuning the broader service of Change Management.

Chapter 11 covers the methods that can be applied to link Change Management with the bigger world in which changes are always happening.

Chapter 12 ties Change Management to the other Service Management practices that Change Management is most closely related. There is a brief explanation of each practice and its interface with Change Management.

PART V – The Conclusion

Chapter 13, to summarise and bring the book to a comfortable conclusion. And to point to the next steps to maintain the currency of your Change Management practice regardless of how the world mutates into a new realm of working.

Appendix A is a more detailed history of the evolution of the Information Technology Infrastructure Library (ITIL) and what I like and don't like about different parts of it. It is from ITIL that Service Management began.

Appendix B explains the service lifecycle in a greater depth. Understand that every service is somewhere on the lifecycle path. Managing it, and progressing it requires change.

Appendix C contains introductory concepts on related disciplines, and how they relate to Change Management. It would be nice to go into these in great detail, however each deserves its own book.

Appendix D is a list of suggested further reading. Mostly in areas not covered by this book, but relevant to handling aspects of change.

1.7 Summary

If you are working for a business that wants to still be profitable in the next five to ten years, then that business needs to change. The business world is rapidly changing. It always has, only the rate of change has reached such a point that you ignore it at your own peril.

Accept that you need to be able to manage change consistently and efficiently across your organisation. To do this, you must have a flexible, thorough, clear and effective Change Management practice, that is applied enterprise-wide.

Examine how you currently manage changes, set improvement objectives, and select the elements of this book that will help you get there. This guide covers many of the components required for successful processing of changes. Some you no doubt are already practicing. It is still worth the effort of delving into the detail of each, and checking that your implementation of Change Management covers all that is asked for.

Change is inevitable. To master changes, you need a repeatable and effective control process. To manage the process, you need a complete practice.

It is easy to get into a certain way of thinking. "That is just how it is done here." The hard part is to look outside of what is normally done in your organisation, and see what can be done. To do this, it helps to have a guide to the different possibilities. This book is that guide.

Chapter 2 Change Management

You have decided that it makes sense to either:

- Introduce Change Management practice into your organisation
- Enhance your organisation's existing Change Management practice, or
- Make major upgrades to the existing practice

Great choice as Change Management is critical to the success of any organisation, and there is always room for improvement in such an important practice. You are embarking on a journey of continuing to refine this central service for delivery of increased benefit. Your organisation's ability to adapt to the changing world, and efficiently introduce strategic changes, will best set you up, not just for survival, but to thrive in uncertain times.

Before you begin to manage your changes, you need to understand more about the changes you wish to manage, and the world from which they arise. In this case, I am using the plural 'you'. Do not undertake such a significant venture without having the right people involved. Key personnel from your organisation must get together to set the boundaries of the task. Everyone on the same page from the beginning.

All of 'you' involved must maintain the primary attitude that -

“Change is Good” - Especially if it is well managed!

And remember three 'rules' regarding changes.

1. Changes do not wait their turn

We very seldom have the luxury of having only one change to deal with at a time. Usually there is a whole host of changes happening, some we initiate, and others which are thrust upon us. We need to prioritise the changes. Which are major? Which ones are urgent? Which ones can we influence?

2. The best way to manage changes is to first write them down

It is easy to let changes spin around inside our heads. This is a great way to maximise our stress levels. Great if you like that sort of thing. And some people do. They feel that makes them some kind of indispensable hero. If that is you, you might as well put this book down now. It is not for you.

If, however, you would rather be in control of events, I suggest you write down what is happening. Make a list of the changes. This one simple step lets you gain control.

A 'To Do' list is a classic example of this. Typically, our action list revolves around what we need to do to instigate change or react to it. It is always good, and decluttering, to have a list of changes that are happening. This helps you to understand them and not be overpowered by them.

3. You need to understand the impact of a change, to you and others

Not knowing the impact of a change means you do not really understand what you are changing. Like flicking a switch and hoping the outcome is what you were expecting, with no surprise results. Exciting for the 'brave at heart'. Not a recommended approach to run your business.

Go through the list of changes, filter them into different types. What is the impact to me, to others, urgency and impact? What are the ones I can influence, including stop if I am not happy with them? What are the ones I want to promote and speed up?

Often, we underestimate the scope of a change. It becomes "bigger than Ben-Hur." Unexpected outcomes start to appear. We continue to struggle with implementing the change to avoid the feeling of having failed. The real failure is not having recognised the full impact to begin with. This does not mean we give up on major changes. Instead, we break them down into more manageable chunks.

Change Management seeks to address these three rules. To put in place repeatable processes which can be applied to all changes. As the changes arise, have a means to capture them, perform a triage, categorise and classify them. You do this so none are lost, and so they are handled according to what is best for your organisation.

As the Change Owner manages the progression of the change, Change Management keeps track of this progress, and keeps impacted parties informed. When the change has been implemented, check that all loose ends are tied up, and that the change is delivering on the benefits promised.

Responsibility for the change outcomes remains with the Change Owner. Change Management is there to remove some of the burden from the Change Owner's shoulders. Change Management is a central place where anyone can see all changes, address potential conflicts, communicate a consistent situation status and ensure the change is complete in its scope. The intention is to allow the Change Owner to concentrate on their change and not have to be worried about everything else that is going on.

Does the above feel right? Does it align with what you want to achieve with Change Management? If it does, then you are on the right path. If not, have a rethink about your reasons for introducing a Change Management practice.

2.1 Setting the ground rules

The desire is to get straight into implementing what you believe is required. With any project, do not start by jumping off the diving board. Once the leap has begun, it is hard to roll backwards. Set the 'ground rules' for what you want to achieve. Then you will be able to set the achievable expectations with those that will later judge your success.

In order to set the ground rules, you need to answer the following **Practice Scoping** questions.

1. What do you understand as Change Management, and what do you expect to achieve by it?
2. What is a Change, and hence what is not?
3. What is the scope of your Change Management going to be?
4. How will you measure the success of a Change?
5. What challenges do you see to implementing Change Management, and how will you deal with them?

6. Is your organisation ready for Change Management?
7. How will you go about implementing / modifying your Change Management practice?
8. What method will you use to classify changes?

Don't try to go it alone with Change Management. Seek to develop a practice that suits everyone, get all areas involved (while keeping the stakeholders to a minimum). Remember, you are putting in place a common process, with common terminology, so as to improve change handling and increase communication. The process must be easily understandable to everyone. Keep this in mind when documenting and explaining your objectives.

If you want a list of potential stakeholders for which the process will need to apply, start with a list of your organisation's departments, then add key customers and suppliers. Select representatives from each. Put out a paper with suggested answers to the above questions. Invite discussion

For the first step, you must get general agreement on these answers. If there is no agreement on what you are going to be delivering, then you will fail. Can I put any finer point on this?

Don't spend excessive amounts of time trying to please everyone. Leaders, at some stage, will have to take note of the differing points of view, and make a call. No point is locked in stone. But you must have something solid to begin with. Start with the most agreeable, see how it goes, learn lessons, try alternatives and build on that.

Get everyone to agree on the best way to manage changes. Easy? If it was, someone else would already have done it.

The second step is to have senior management sign off on this agreement. They need to commit to the endeavour with clear goals spelled out. They must be supportive for the whole journey. Without senior management support, there will be too many roadblocks to navigate. Wasted energy.

Why I say, "Put out a paper with suggested answers", is to begin with a base and build on that. I have seen many discussion meetings which start with a blank page, and after much huffing and puffing, end up with all involved upset, and having a different idea of what was 'agreed'. The result is that you end up still with a blank page. It is too easy to waste time in such meetings.

One of the hardest actions that falls on you is to put together that paper. There is so much you must consider in order to answer these critical questions. Where do you begin? As it happens, the rest of this chapter provides answers to these questions (Surprise, surprise). Read through these sections and craft your answers from what resonates with you in your situation.

2.2 What is Change Management, and what to expect from it?

To say that Change Management is all about managing changes is both unenlightening and understated. An obvious statement which does not add much to your understanding. The better question is, "What do we want Change Management to do?"

Firstly, when talking about Change Management it is important to be clear if one is talking about the practice (also referred to as the discipline) or the process. The former encompasses the latter, and is so much more. (See Chapter 3 for details on the process, and Chapter 7 for details on the practice components which are not part of the process.)

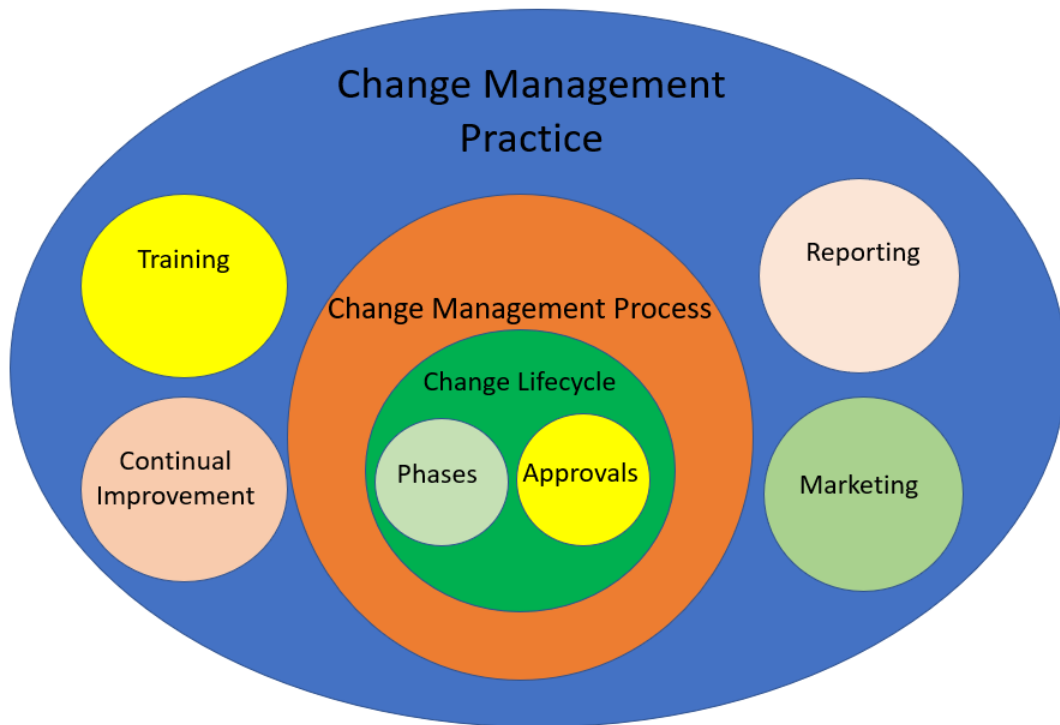


Fig 2.1 Change Management Structure

The process is the core in managing different types of changes you encounter. The practice includes the process and all the supporting activities to introduce and maintain the process. Fail to implement the practice, and the process will die a slow death.

We want a process that controls smooth flow of all types of changes, from conception through to benefits realisation. A process that is consistently applied across the organisation. One which all stakeholders are familiar with, and feel comfortable in contributing to its enhancement.

To achieve that, we need a Change Management practice that educates everyone involved, about how the processes works, and most importantly, why it has been built that way. Providing the 'why' allows people to question the status quo, and look for areas of improvement.

We need a practice that monitors and reports on the performance of the process. If we are going to make changes to the process, we need a way to confirm the improvement. We need to market the process. Tell stakeholders how the process provides a service to them that makes their lives easier.

And finally, our practice must be capable of continually improving the process and the practice itself. There is no 'perfect' practice. There are always ways to get better.

The **goal of the Change Management *practice*** is to enable a maximum number of good changes to be implemented into the operational environment, while minimising the risk of disruption to that environment.

All services are delivered from this operational environment. Its integrity is critical to the performance and reputation of the organisation. Stability of operations must rate higher than the implementation of changes. However, the organisation that is not adaptable, and does not make changes fast enough, will lose to its competitors and die. It is this balancing act that Change Management must continually address.

“The goal of the Change Management **process** is to ensure that standardised methods and procedures are used for efficient and prompt handling of all Changes, in order to minimise the impact of Change-related Incidents upon service quality, and consequently to improve the day-to-day operations of the organisation.” (ITIL v2 SS - Ref 1)

The process is there “To make an appropriate response to a Change Request, which entails a considered approach to assessment of risk and business continuity, change impact, resource requirements and change approval. This considered approach is essential to maintain a proper balance between the need for a change against the impact of the change.” (ITIL v3 ST - Ref 2)

In large organisations, we have programs, projects and changes as avenues to modify the way the business operates. The means for making change depends on the scale of the change. A program may encompass several projects in order to achieve a major transition for the company. Typically, projects will involve the implementation of several changes to achieve its goal. This hierarchy needs to be structured into the practice.

This hierarchy reflects the need for scalability in Change Management. Whether the business is undertaking a program of works, a significant project or a regular change, the principles of Change Management still apply. The only difference is in the effort involved. Again, effort must be proportional to the value of the outcome.

Change Management should be integrated with processes used to control very large organisational programs or projects. When the work of the program or project is broken down into manageable tasks, the implementation of these small pieces of works fall under Change Management for smooth and safe implementation.

Changes are thrown at us from all sides. From internal programs and projects, from the need to run the business (RTB), change the business (CTB) and transform the business (TTB). Changes can come from external, customer needs, competitors, market moves, new technology and regulatory bodies instigating new rules. Regardless of their sources, Change Management must “maximise Change throughput while minimising risk and negative impact. Early realisation of benefits (including removal of risks) at the first attempt, saving money and time.” (ITIL 4 Foundation - Ref 3)

Let’s consider three common change objectives All changes fit into one of these.

Run The Business – the operational activities required to provide the services. These may include minor changes to operational task to improve performance – keep the lights on. Such changes focus on fine tuning existing activities to either reduce cost or improve the outcome.

Change The Business – make some significant changes to the way the business operates. Introduce new technology or methods (such as Change Management) to perform more effectively and efficiently – step up to a new level. These changes focus on delivering existing outcomes in a very new way, so as to create a better service.

Transform The Business – move the business into new markets and new services. Augment the current core business with complimentary businesses. Employ new channels and new ventures. This is where the changes are usually part of a bigger project or program. It is important to view the whole scope of the program while considering the individual steps taken to achieve it.

Possible Benefits of Change Management

Providing effective Change Management has its benefits. If it didn't then throw this book away and don't waste your time on the whole thing!

I have read various business cases that promise the world of benefits, and then don't end up delivering all that they promised. I do not intend on doing that. I can only list some common possible benefits. You should pick and choose from these to decide which are most important to you.

It is important that you capture the benefits that matter most to you – add your own by all means. Capture them in your own business case for why you want to implement, or improve Change Management practices in your organisation. Look for the symptoms and problems that are currently leading to stakeholder frustration. If you can correct these, benefits are more readily understood, because people already feel the pain.

Once you have selected the benefits you wish to achieve, track the performance of your Change Management against what you promised in your business case! Choose metrics you need in place to monitor and prove the delivery of the proposed benefits. Capturing the metrics must be an easy operation. If it becomes onerous then people will take short-cuts, or worse still, manufacture the numbers. Implementing the tracking and reporting of these metrics must also be included in your plan and business case.

Some possible benefits of Change Management are:

- Better alignment of services to business requirements
- Greater business involvement in service performance and enhancements
- Consistent approach to changes throughout the organisation
- Increased visibility and communication of Changes to both business and service support staff
- Improved risk management
- Reduced adverse impact of Changes on the quality of services
- Better assessment of the cost of proposed Changes before they are incurred
- Fewer Changes that need to be backed out
- Increased ability to back-out changes more easily where required
- Easier detection and correction of incidents where the service performance is impacted
- More valuable management information for key decision making
- Increased productivity of service users
- Increased productivity of key personnel through less need for diversion from planned duties to implement urgent Changes or back-out erroneous Changes
- Greater ability to absorb a large volume of Changes

The list can go on...

Make sure you know what you are aiming for. Which of these are a pain with your current processes? Design your Change Management with these benefits in mind. Design your metrics so they are easy to capture, and reflect the benefits.

Select the benefits you are going for, and expand on the description of them. Include cases that have been experienced, so as to aid with the comprehension of why it would be of benefit. Explain how Change Management will deliver on that benefit. This exercise also helps you to better understand what is achievable, and how you might go about it.

Example: Expanding on a Benefit

Let's take the first benefit, "Better alignment of services to business requirements." How do we expect to deliver this?

First, identify the key business users of the service. How do they strategize and arrive at new requirements? How do they record these requirements? How do they make these requirements known to other areas? What systems do they currently use?

Can Change Management help with this work?

Can we use this as a means of capturing desired changes? Would they be prepared to use a system of change capture that is common to the whole organisations? Would they like one central system where they can see what other changes are being planned?

Opportunities arising from Change Management

Look beyond the immediate identified benefits to possible opportunities.

There are some opportunities that are not directly related to the management of changes. However, in implementing Change Management you may want to consider how you can enhance other aspects within your organisation. Don't ever let a chance go by.

One of the hardest things to encourage is **open communication**. People focus on their immediate world and lose track to the bigger picture. Staff are too busy with their own initiatives to raise their heads and see what else is happening – at least not until it is too late and they are being impacted.

Consider Change Management as one possible channel of communication across the entire organisation. With a common process for all of the departments, the change calendar is a window, available to all, that shows the upcoming major events. Since anyone can have their say on changes (adding value to the process), all employees can feel involved and empowered throughout the Change Management process.

Reporting to senior management is enhanced by the data provided by Change Management. Performance metrics show reaction times to initiatives, first time success rates and areas where automation would aid in achieving even greater value. Remember, when reporting to senior management, and anyone, reports are only to be produced if they lead to actions by the recipient. When an authorised person requests a report, part of the request must be to capture the reason for the report. What will the recipient do as a result of this report? Then track that such actions are being taken. I hate reports purely for the sake of making people feel important.

Greater **Governance** of services can be brought about by seeing the intended growth of a service in advance. Is the proposed change in line with the strategy and objectives of the company?

Improved business relationships, with down-stream distribution channels or suppliers, can be achieved when these third-parties are involved in the change process. Having them involved will likely increase the chance of success of changes, as well as reduce risk, and build a tighter relationship through greater understanding of each other's objectives. There will be a point where external parties must be excluded from viewing certain changes – consider a situation where you use more than one supplier for the same materials.

All of the desires, and realistic, opportunities should be recorded and considered in the practice design. You will not be able to achieve them all in the first iteration of Change Management, but you will develop a path on which you want the practice to grow.

2.3 What is a Change, and what is not?

There are several definitions for what is a change. Some lead to greater confusion. Others are so vague that 'everything' is a change. The most universally recognised definition is that from the ITIL Service Management library.

"A change is the addition, modification or removal of anything that could have an effect on services." (ITIL v3 ST – Ref 2)

The intention of this definition is correct. Modifying the service, or any part of the service, is considered as a change to the service. (ITIL being about Service Management meant that their definition would relate to services). Unfortunately, I have seen various interpretations of this definition that detract from the intent, and leave the ensuing Change Management process complicated and ineffective.

Many actions can result in 'an effect on services.' Performing regular maintenance will have an effect. Doing testing will have an effect. Following a service failure, restoring the service will have an effect. Yet none of these activities are changes. They do not alter the way in which the service is being provided.

When I had a conversation with one of the original authors of ITIL, he freely admitted that the definition was a little vague. It could do with some refining, "But it is the best we could do as a committee trying to agree on so many definitions." It is hard to come up with a definition which could NOT be interpreted in undesirable ways.

I have tried my own hand at refining the ITIL definition. You can start from the ITIL version. Or from mine, or any other you like. Start with any definition and work it through with your stakeholders. What does your definition really mean? Try some examples to see if it works for you. Does it capture the things you want to manage, and not pick up on those that you do not feel necessary to track?

Personally, I think you can't go to far wrong starting with my definition, which is:

"A change is any planned modification to the state of something, without the intent to restore to its previous state within the activity."

Key elements of this definition are:

- Planned, if it is not planned then it is an incident that you didn't see coming. Something out of your control
- Modifying, regardless of the size of the modification, you are moving to a new normal, not repeating what is done
- The something on which the change is applied. This could be anything. For the sake of Service Management, this something is "the way in which a service is being delivered".

NOTE: Regarding Service Management, and hence Change Management, that 'something' is a service. To greater understand what is meant by a service, see Appendix B – A Service Lifecycle.

What my definition of change means is that the following are **NOT** changes:

- Any actions to restore the service following an Incident (unless the service is being restored to a state different to what it was before the Incident)
- Any normal service operation activity (including maintenance and housekeeping, which should be fully documented in the Service Operations Manual)
- Service Requests (which are part of normal operations and are documented in the Service Request Catalogue)
- Scheduled testing of service performance, including Disaster Recovery and Capacity testing
- Automatic software releases (which are managed in the release system, including testing, deployment and rollback if required). NOTE: Any modification to the way in which software is automatically released would require a Change.

To help to explain this, let me give you some examples.

Example: Testing is a Non-Change

Disaster Recovery (DR) testing may involve moving production to a failover environment to ensure this new environment can function as a viable production, should it be needed, and then switching back. Or it may mean regular switching between two environments, both capable of running production, if production processing is constructed as Dual-Primary, the normal operational activity becomes switching between them every six-months.

Either way, the exercise is to test the resilience of the whole service environment. It is performed to confirm the stability of services in the event of a disaster.

So is this a Change performed every six months?

No. It is part of normal operations. Just like you perform regular maintenance and housekeeping for an individual service, you must also do this for the whole environment.

All such planned tests must be logged, well in advance, into the event schedule, for visibility by all. If it is part of normal operations, then it is not a change.

Example: Restoring services is a Non-Change

A service has failed. Incident Management has determined that it must be restarted in order to restore the service. The service (and all other components of the service) will be restored back to the configuration they were before the incident.

If Incident Management raises a change record to restart the service, and waits until the change record has been approved, before bouncing the server and restoring the service. This is wrong! A waste of precious time, and needless paperwork.

All components return to the same state that they were in prior to the incident.

There is no change, and hence no need for change processing.

The only caveat to this is, if in restoring the service, any component configuration is changed without the intention of reverting to the pre-incident state. If this is the solution to restoring the service, then proper planning, risk assessment and approval is required.

Example: Operational work is a Non-Change

When reviewing changes in the pipeline, I noticed that one application support team had submitted 12 changes at once. Each was for a different month of the coming year. Each was a Change Record to perform the monthly batch processing for the service.

Frustration got the better of me. I contacted the team leader and asked why they had done this.

“We do this every year so we can shut the service down for the monthly processing.”

My reply was, “As Change Manager, I have the right to reject these changes. Then you could not do the batch processing.”

“You can’t do that!” was the reply. “If we do not do the monthly batch processing then the whole thing will fail. There will be hell to pay.”

“So, you have to do the batch processing to maintain the service functional?”

Would this not mean that the batch processing is part of normal service operations?

What if you could do the batch processing without having to process changes for them?”

“That would be great!” was the response. “I always thought that going through the pain of getting the batch work approved by Change Management was a huge waste of time.”

And it was...

The monthly batch processing was recorded in the event calendar for the service. Everyone was aware that the service would be unavailable during this time every month, as was agreed by business when the service was originally implemented.

One of the biggest, and easiest wins when improving Change Management is to filter out the non-changes being processed. The effort in processing non-changes, and the distractions they cause, leads to huge waste, and dissatisfaction with the process. Going further, the process is often corrupted and confused to try to make it fit these non-changes.

An example was the Disaster Recovery exercise being handled as a change. The action is a test, not a change. For the Testing phase of the ‘Change’, the change record was filled with non-activities so as to be able to progress to ‘implementation’. Reporting had also to be altered to cater for ‘special’ changes. The whole thing was a waste and misrepresentation.

If you want to achieve a major victory in Change Management, with very little effort, introduce change filtering, and remove all of the non-changes. Everyone will love you, except perhaps those that love useless paperwork and meetings.

In one organisation, which regularly had over 1000 ‘changes’ per month, I applied this filtering. It took some convincing, but we reduced the number to 350 changes per month. We did not lose any control, and the quality of changes that were processed stepped up to a new level. Change Owners were not wasting their time on trying to make non-changes fit, and could better focus the efforts on real changes. The secret is to ensure that operational events, that impact services, are recorded in a calendar for all to see. This calendar is also critical when assessing real changes.

This filtering greatly reduces the number of activities processed under change control, focusses on true changes, and does not lose any governance or control. It also eases the bottleneck, allowing for more change throughput, a key goal of Change Management.

The definition of a 'Good' Change.

Changes are typically performed to improve the value of the situation for impacted stakeholders. Some stakeholders might suffer a negative value impact for the greater good of others. So long as they are not always the loser, and that it is clearly explained to them as to why the change is good as a whole. Therefore,

A good change is one where the net stakeholder value increases.

All changes involve the expenditure of resources to implement them – the Cost of the change. This means that a change involves a certain cost even before it begins to provide a return. A good change must return a value to stakeholders that exceeds the cost of the change – ideally, significantly exceeds costs. Return only begins after implementation, so at what point do you measure the total return of a change? One month after implementation? Two months? One year?

Measuring of the Return will vary from change to change. Once a change has been implemented it becomes the norm. Be careful not to calculate Return over several years. I have heard it said, “This change will save the company \$10,000 a year for the next ten years.” This is not actually possible.

All changes involve an element of risk that something may go wrong. It is great when you are talking to your doctor about an upcoming surgery and they advise you that “all operations involve an element of risk”. What is true for surgery, is true for all changes – don’t let anyone tell you any different. What is the cost if the risk does occur, and what is the likelihood of it occurring?

A great change is one where the net stakeholder value increases significantly in proportion to the cost, and where the risks are known and planned for.

This may not always be possible, but acts as a guide to what we should be trying to achieve with all changes. It may be that a change increases value to the customer, but at an additional, on-going cost to operations. The object should be that the increased customer value translates into increased revenue, which will more than cover the additional operational cost.

2.4 What the scope of your Change Management?

What items and actions should be under Change Management, and what should not? Look at what is regularly being modified within your organisation. What of these are important to the operations of the business? Replacing a piece of major equipment must be within the scope. Replacing a laptop mouse must not be within the scope – it is simple not worth the bother to track. If there is a restructure of the organisation, this must be within scope. Recruiting a new person would not normally be within scope.

The scope of the Change Management process must cover the Change through its entire lifecycle, from when it is a clever idea captured by someone in the form of a Change Record, through to a Post Implementation Review (PIR) and the recording of lessons learnt from the endeavour. See Chapter 3 for more on the change lifecycle.

I cannot tell you what works best for your organisation. That is up to you. What I can do is suggest the different areas that you should consider when deciding what is in, and what is out. Please consider the following:

- Services – provided to customers, and those provided to you
- Hardware and equipment required to provide services, including environmental equipment such as air conditioners and alarms
- Software and utility programs
- Processes and procedures
- People, teams and groups (on a significant scale)
- Data and documentation
- Licenses and contracts
- Buildings and locations, including physical and cyber security

Get the idea? Anything that affects the way in which a service is delivered must be under the scope of Change Management. If the service is going to be different after the action is taken, from what it was before, then the action must be tracked under Change Management.

Consider including stand-by equipment and testing environments. These are required to ensure the stability and reliability of your services. If something goes wrong with a service, you may need to switch to other equipment to restore the service. This stand-by equipment must be kept up the same level as production devices. They need to be included in any change to the upgrades production. This secondary equipment is often forgotten. Imagine if, in response to an incident, you decide to failover to alternate equipment, only to find that that equipment is not up to the task.

That said, I suggest you do not begin with everything under control. It is too big a chunk to bite off in the first iteration. Do make a list of what could be (and eventually will be) within scope. Then pick out the items that are most important to you to get under control. Where are your current pain points? Select a few to begin with, put these in scope, and verify the process is working well. There will be time to expand the scope as the process is refined and more people become familiar with it.

Only include items that are under your organisations control. If it is owned and managed by a third-party, such as an organisation that supplies a service to you, then it cannot be under your Change Management scope. It should be under theirs. Quiz them about this.

Ensure there is a clear demarcation between what is their and what is yours. The **service** they provide you is yours! You are buying the service, so you 'own' the service. If you want changes to the service, you must process the change, which will involve some activities to be performed by them. If the change to the service requires a change to their hardware, then they must manage that, under their Change Management practice, and keep you informed of progress.

Likewise, should your customer require a change to the service you provide them, you are to process the change and keep them informed. It is only the right thing to do.

With the final word of Change Management scope being linked to the scope of your **Configuration Management** practice. Configuration Management keeps a digital model of the real-world operations. Any change to the real-world operations must be reflected in the Configuration model. Any item under Change Management scope should be tracked in the Configuration model. Be sure to keep the two in synch.

Some components may be outside of your control. Outsourcing your company's infrastructure to the cloud means you no longer have in depth control over it. The components you track are not the individual hardware (let the cloud provider do that, that is what you are paying them for). Instead, the component you must track, and keep under change management, is the service component – Infrastructure as a Service (IaaS). Have a clear demarcation between parties. The interface is likely to be a service that one party provides to the other. Treat it as such, and do not try to run the other party's services.

Should the cloud service provided to you need to change in its specification, then you must process this as a change. If the underlying infrastructure changes, but it has no impact on the service being provided to you, then you must not try to track and manage it. So long as the taxi gets you from A to B, you have no right to look under the hood.

If you have outsourced the payroll system, for example, you cannot manage the change to the vendors processing because of a new government regulation. You can ask when the vendor will alter their service so as to comply with the new regulation. Check that the answer is satisfactory to you, and communicate the response internally to your staff so they are aware of what to expect.

All of the components employed to provide a service, and the service itself, are known as Configuration Items (CIs). This list of items should equal all items required to deliver the utility and warranty of all services provided. All CIs must be tracked in a Configuration Management Database (CMDB). The CMDB can have millions of CIs, and the relationships between them, or it might be as simple as an Excel spreadsheet – scale to fit your degree of complexity.

Where a change alters the state of one or more of these items (which is all changes), the outcome of the change must be reflected in the CMDB. Which means, Change and Configuration Management go hand-in-hand. Increasing the scope and maturity of one will not deliver the benefits unless you do the same to the other practice. More of that in Chapter 13 on the interfaces between Change Management and other Service Management practices.

2.5 How will you measure success of a change?

By definition, a change is successful if it delivers stakeholder value greater than the cost of the change. Costs of the change should be easy to establish, and should have been tracked through the process. Which then leads us to the question of "what is value?". How can we measure it?

Service Value is when "the service delivers benefits (real and perceived) are greater than the price charged." Using the service is better for customer than them doing the activity themselves. Part of the value is that the service removes from the customer some headaches. They do not need to worry about the costs and risks of making the service work. As a service provider, that is your job.

Buying a hamburger from McDonalds can be considered a service. You do not need to make it yourself. You know the price of the service, and you have an expectation on the quality of the output. You do not concern yourself with the supply of the beef patty, the cooking process, hygiene workspace, penalty rates for employees, OH&S and other matters. You let the provider worry about that. All you need to decide is if you think the value of that hamburger to you is greater than the price. Just how hungry are you?

The value of a change is the delta of the service value before and after the change. If the value the service provides is greater after the change than it was before, to an amount more than the cost of the change, then the change has been of value, and can be considered a success.

Value can be seen from both the customer's and the provider's point of view.

- **Customer Value** – the customer experience. Delivering an effective service that provides the customers what they need, in a very easy to use manner. Making the experience a delight, or if not that, at least painless and seamless. The happier the customer, the more likely they are to come back for more, and tell their friends.

Remember that Customer Value is a perceived value. It is the value of the outcomes the customer derives from using the service. The customer is in the best position to know what they value. Indeed, different customers will have different perceptions of what is of value. The only answer is to engage with them early. Work together to deliver the benefits they perceive are of value to them.

- **Provider Value** – reduce the cost of providing the service. Greater efficiency means reduced cost and increased profits, which can be reinvested into delivering even greater service value. When I say 'cost' I am being inclusive here. I mean the total costs of providing the service. This includes raw materials, labour, infrastructure, energy, sales and marketing, wastage (apply some Lean Thinking here), and whatever it takes. Cost means all the expenses involved in delivering the service and maintaining the organisation.

Provider Value may also come in the form of increased sales and market share, which leads to increased profit. Look at the whole organisation when determining areas where value can be obtained. Look for opportunities where the change could add value. This may mean adjusting the change outcomes slightly to increase the overall value delivered.

A REALLY GREAT change can increase both of these sides of the value coin.

Combined, the **value of a change** is equal to the **increased value of the service** less the **cost of making the change**. Increased value of a service means, the increase in revenue (charge are higher price, or sell more services) because the customer has an enhanced impression of the service, and a reduction in the cost of providing the service.

If a change does not significantly increase the value of the service, in proportion to the cost of introducing the change, and the risk involved, then you should consider whether the change is worth the bother.

NOTE: I have seen it where labour costs (and others) are considered as 'sunk costs' and hence not taken into account when calculating the cost of a change. What a lot of rubbish! This assumes that if they were not working on the change, staff would be sitting around doing nothing. Never in any company I have worked for. Labour is always part of the cost of a change – possibly the largest part.

This leads to a means to decide, where two changes conflict, if doing one change is better value than doing the other change. Where should your resources be spent to get maximum bang for buck. Unless your organisation has unlimited resources. Never in any company I have worked for.

Get agreement in your organisation as to how value of a change will be measured. Take a business perspective. What are some factors that need to be determined before value and cost can be calculated? Document this up front to avoid arguments later when reviewing changes.

To determine the value improvement, the cost and risk, the best return on investment (ROI) is to practice good Change Management.

2.6 What are the Challenges of Change Management, and how will you deal with them?

“It don’t come easy” – Ringo Starr.

Nothing worthwhile will be without its challenges. If there were no challenges, then making the change would be a no brainer. Just do it!

Implementing or enhancing Change Management carries the same conditions as implementing any change.

- Who will be impacted?
- Who are the Stakeholders?
- How much will it cost?
- Who will fund this change?
- Who will do the work?
- How do we engage with those impacted?

And there are some additional challenges.

- Do we have senior management support for the new Change Management practice?
- What training will be required, for Change Management staff and for all employees?
- How do I get the majority of employees on board? (You will not get everyone on board from day one)
- How will we monitor and report the achievements and benefits?
- What do we put on hold while making this change?
- How do we transition to the new practice?

The first suite of questions above needs to be answered for every change processed. This means that your process must be capable of capturing the answers for each change. The second suite of questions is the more challenging set.

Do you have senior management support? If the answer is not an emphatic YES, then go back to the start. You need to have their support or you will not succeed. There is already enough stacked against you. Don’t make it harder for yourself.

Ideally, you have marketed the undertaking well, answered the questions and constructed the working paper for them to agree to. This sets the expectations. The costs involved will come with the business case you are building. Just don’t bother with the business case until you are sure that management agrees with the stated objectives.

Find a sponsor from senior management. Who of them will stand to benefit the most? Get them on board even before you approach the rest of management. Provide them with a Cost/Benefits statement that is clearly aimed at making their area more profitable. Remember when going for sponsorship, you are in competition with other demands for funding. Your request must stand out.

What training will be required? Training will come in many forms. Different training is required for different audiences. What training facilities and mechanisms are available to you to use for Change Management training? Consider the following audiences:

- Change Makers
- Change Management team
- Change Implementers
- Senior Management
- New staff (an induction course)
- Refresher courses
- Transition courses (from current to new practice)

Plan what training you feel you might need, and how to make it acceptable to your audience. Will you use training as part of your marketing of Change Management?

How do I get employees on board? And which ones do I need to address first? Express the benefits a solid Change Management practice will have for all employees. Do not talk about benefits to the organisation. Talk about benefits specifically for them. It is the old 'What's In It For Me' approach. If you have trouble defining the benefits for them, go back to the start. Look at why you are doing Change Management, if not for them then why?

How will we report the achievements? What will senior management need to be informed of? Both during the implementation of the new Change Management and on-going. Not only do you need to have senior management support to begin, you need to maintain it for as long as you want the practice to exist.

Sound key management out about what they want to see achieved. They may surprise you.

Achievements should be made available for everyone to see. What media will you use to make it clear how things are getting better? Have a bulletin board perhaps, where you highlight major pieces of works delivered well. Make people feel good about what they have been able to achieve through using the Change Management process.

What do we put on hold? Organisations have a 'Change Capacity' which is the level or amount of change that it can comfortably take on at any one moment. Too many changes at once will lead to confusion, overwork and a struggle for resources.

This means that in order to get your endeavour up, something else may have to be put on hold. What are the ramifications – delayed benefits and damaged relationships – if this happens? Prepare the ground work for minimising the negative results.

How do we transition to the new practice? A big bang approach – one day the old way and the next day the new way – may not work so well. It is usually confusing, difficult to arrange and tough to bed down. Is there a way of implementing the new practice in small components? Previously, I suggested introducing change filtering, to remove non-changes from processing, as a good starting point.

I believe an Agile development approach is the best way. Transition in small steps. Listen to the feedback around each step, and adjust your approach accordingly.

Be prepared to have a simple, and very raw process to begin with. Set that expectation early. Don't promise the world. Start with a Minimum Viable Service (MVS), one that delivers the minimum acceptable requirements, and build on it using the feedback from the users of the practice. Over promise makes everyone feel great in the beginning, but if it leads to under delivery, then the process will win a bad reputation from which it may never recover.

Your business case for Change Management must answer all of these questions. Introducing a new practice is in itself a major change. Twice, I have implemented a new Change Management practice and Change #0000001 is "Introducing a new Change Management process". It is an interesting exercise, and a good test, to put your process through its own scrutiny. How does it feel to you, as a Change Owner, in getting your change implemented?

2.7 Is your organisation ready for the Change Management?

Some organisations have a culture and strategy that does not lend itself well to Change Management. Your organisation must not only say they support innovation, but mean it!

If you were to describe the culture of your organisation in one word, what would that word be?

Change Management is part of the bigger Service Management picture. What level of maturity are these other practices in your organisation? How well are they received?

Describe the pain points felt regarding Change Management. Are these pain points widely agreed upon? If they are not, then achieving what you set out to achieve will be regarded as of little benefit.

What other major changes are currently underway, or planned to start soon? Is the organisation trying to take on too much? Understand your organisation's 'Change Capacity', which reflects how much organisational change can be handled. Exceed this and there is mass confusion and competition.

Then come to the individuals within your organisation. Who are the people that strive for new ideas and new ways? Do they outnumber those that like stability of keeping things the same?

Look at the ABC of your organisation – Attitudes, Behaviour and Culture. It is easy to say that we support a new venture such as revising Change Management, but if the ABC is not there, then it will be difficult to sustain the practice.

Policies That Support Change Management

What are the stated policies of your organisation? Are they aligned with a modern Change Management practice?

The company policies should be designed to support Change Management. They may seem right, but beware of the interpretation and ramifications of any such policies.

At one place I worked at, the CIO put out the following statement to encourage the take up of Change Management. “All updates to the Production environment must be managed through change management or else disciplinary actions may be taken, including termination of employment.” Image how well this was received! While the intent was well meant, it was taken more as a threat than as encouragement to raise changes. I did manage to have him retracted this statement shortly after.

Think about how you would promote the following in your world.

- We encourage innovation and agility of our operations to stay ahead
- Creating a culture of Change Management across the organisation, where there is zero tolerance for unauthorised changes
- Aligning the service Change Management process with business, project and stakeholder change management processes
- Prioritization of changes, e.g. innovation vs preventative vs detective vs corrective change
- Establishing accountability and responsibilities for changes through the service lifecycle
- Segregation of duties controls
- Establishing a single focal point for change control in order to minimise the probability of conflicting changes and potential disruption to the production environment
- Preventing people who are not authorised to make a change from having access to the production environment
- Integration with other Service Management processes to establish traceability of change, detect unauthorised changes, and identify related incidents
- Change windows – enforced and authorised for exceptions
- Performance and risk evaluation of all changes that impact service capability
- Performance measures for the process, e.g. efficiency and effectiveness

Whichever supporting policies you adopt, be sure that the reason for the policy is clear. Explain how everyone benefits from following the policy. Don't make the policies a poster on the wall that quickly gets ignored.

Policies must comply with the corporate guiding principles. These principles encompass the value-set and culture of the organisation. They also aid greatly in creating a level of autonomy with the customer-facing staff. Your employees are confident to make quick decisions and actions because they are based on the guidelines set. This is essential in removing the delay and bureaucracy of formal hierarchical structures where all decision must be made at the top, and opportunities are missed due to inflexibility and lack of agility.

Understand your company's current policies and how they can be used to support Change Management. Some of the above may already be in place. Use them. Look for how existing policies are reviewed and modified. When are they next due for review? Can you contribute to this review in order to have policies that are more Change Management friendly?

Don't underestimate the difficulty of modifying, or introducing, policies. Try to 'reinterpret' a policy where it is easier than formally getting it changed. It is helpful to have company policies that support Change Management as a fall-back position.

Guiding Principles for a good Change Management practice.

A final thing to keep in mind, when deciding on how your Change Management practice will operate, are the principles of good Change Management. Let these guide you in your discussions and decisions.

1. Keep it Simple and Practical – if it is getting hard to explain then it is probably too complicated. Break it down and remove elements that are more ‘nice to have’s’.
2. Start from where you are – don’t throw out what is already in place and understood. Look how you can build from there, to where you want to be.
3. Focus on getting beneficial changes implemented, not on prevention. Focus on Value delivery. If it is too hard to implement a change, then value is being lost.
4. Have the right stakeholders involved at the right time - Collaborate and promote Visibility
5. Share the knowledge about what is happening - Think and work holistically
6. Be agile, be responsive to change users - Progress iteratively with feedback

Not policies but guidelines to be kept in mind when deciding on any actions and designs.

2.8 How will you implement / modify your Change Management practice?

Yet another question to be answered by all players, up front, is how to introduce your Change Management practice. Do we start with one department using Change Management, see how that goes, and expand it to other areas? Sounds nice, however there are two problems that may arise:

1. Other departments may see this as a product of the first department, and not buy into it as it was developed without their input, and
2. No department, in any organisation, is likely to be so isolated as to be totally self-contained in their changes.

Changes are not likely to impact only one department within an organisation. Services typically are not delivered only by one area of the enterprise. Usually, several areas are involved in providing the service, and several others in supporting roles. Changes will impact across the organisation, and beyond. Partnerships, suppliers, distributors and more, will need to appreciate how the change affects them. They will need to accommodate the change. They will need to be part of the change.

The scope of change management is the scope of the services being provided. Any component that is employed to provide the service should be within the scope of change management. Should you begin with Change Management for only one, or a few, key services? Make it sure the process works for these services before expanding it to other services.

Again, there are issues. Like departments, services rarely operate in a vacuum. There is a lot of overlap of resources between services. If a component is employed by more than one service, one under Change control, and one not, then do you apply change management to the component or not?

In my humble opinion, the best approach to introducing a new Change Management practice is to follow the Agile development method. In principle, Agile development relies on frequent, small iterations of improvement. Deliver a small update, talk with stakeholders about it, and what they would want to see next. This is not to let go of your ultimate outcome of a complete and mature

Change Management practice, but to keep stakeholders engaged throughout the whole journey, and to ensure you stay aligned with business objectives. Objectives have a means of altering during the time you take to implement your intended outcomes.

Keep your eyes on the prize, but also ensure everyone is travelling at the same speed.

2.9 What method will you use to classify changes?

So, changes can be easier to manage, you need to have a classification method. With this in place, you can produce meaningful reports to allow you to analyse what is happening with different types of changes, and what actions you need to take to address issues. For my suggestion of a classification method see Chapter 5.

2.10 Questions answered and agreed

I hope you can now see why it is important to get these questions answered up front, agreed and documented. They can be modified later, but you must have a starting point to build your new Change Management practice. If not, you will be spending way too much time trying to manage events that do not have an impact on the service, and invariably taking short-cuts, and avoiding the management of lifecycle stages for events that do matter.

With all the questions raised, I suggest you start simple. Document what is being done now (as is) and what you would like to see happen (to be). If you try to start with a practice that has everything, you are not likely to ever get it built. And by the time you have built it, the requirements will have changed, the organisation has moved on. Your credibility is shot!

Build a Change Management practice that initially provides the minimum service required. Deliver it, and let your customers tell you how they want it to grow from there.

2.11 Life without Change Management

If you have reached this point and still have not been convinced that you need a proper Change Management practice, then I have only one more thing to offer. A little reverse psychology. Consider how things would be if you did not use a proper Change Management practice.

Everyone has ideas of how things could be better. They all believe that their change is the most important. If you are not going to help them implement their change then they will do it without you. There is a rush to get their change in. No time to wait. If anything goes wrong then they will fix it after the fact. When the disaster hits, you may hear some or all of the below.

“Well how was I to know that would happen?”

“It was not my fault. They should have told me they were going to do that?”

“Change Management is seen as too much bureaucracy”

“It is only a small change. It will only take five minutes and no one will notice”

“No need for a back out plan, it can't go wrong”

“This service changed and I don't know how or why it changed”

The excuses are plenty. Meanwhile, the customer is screaming mad as you spend time trying to attribute blame. If any of this sounds familiar, you need an independent review of your practice – NOW!

People can see the 'obvious' in hindsight. Change Management is about putting in the effort up front to avoid the mistakes that were 'obvious' after the fact.

2.12 Summary

You should now have reached a point where you are able to define the objectives of a new Change Management practice, and you can begin the research to determine what problems you intend to address, what benefits you will deliver, and who you will engage with to help deliver them. In other words, you are ready to begin compiling the business case for a new Change Management practice for your organisation. Not just for part of it, but a practice for all of it.

From what has been covered in this chapter, build a plan of attack.

Draft a definition of a change, service, change management, value, and others you think are important to have a clear and common understanding and agreement. Add relevant examples so all stakeholders can relate to what your definitions mean. Be prepared to refine your definitions. GET AGREEMENT, and keep the door open for further discussions on these.

Build relationships with key stakeholders and assess their level of support. Would they be keen to contribute to the business case? Would they be willing to read this book?

Exercise: Draft your business case

Start putting your Business Case together now.

Review the questions of this chapter and draft answers for each. These answers are a starting point for future stakeholder discussions.

State the intended scope of Change Management. Explain that the approach is to start small and develop it in line with the needs of stakeholders.

List the objectives that you want to achieve and benefits you feel you can deliver.

Decide on the likely sponsor for the Change Management practice enhancement work.

Determine the key stakeholders. How best to communicate with them and get them engaged?

Find out and document the current state of the practice.

Plan the activities and resources required for this work.

Estimate the time, cost and risks involved.

Decide if the endeavour is just right sized or too big. If it is the latter, what are you going to cut out of the first iteration?

Drafting this puts you in a great position to deliver on your promises.