



The Common Mistakes to Avoid

When Building a Change Management Function

SEVEN CONSULTING

CHANGE MANAGEMENT PRACTICE

Since its launch at the June 2023 Delivery Summit, Seven Consulting's Change Management Practice has swiftly delivered transformative outcomes for our clients across diverse industries, setting a solid foundation for growth and innovation in the space of change delivery and advisory services.

It has been a natural progression for Seven Consulting to expand its service offering to include Change Management as projects inevitably create organisational change, and this change needs to be directed as carefully and proactively as any part of the build and release cycle if benefits are to be realised and – just as importantly – sustained. Strong Change Management is critical to achieve project benefits.

Our Change Management team operates from Sydney and Melbourne with a mix of junior to senior talent with a solid history of delivering complex change ranging from a large to small scale. Our Change Management Framework and quality standards reflect the strong practices in place across our Delivery and PMO teams.

Seven Consulting's approach embeds change as a value-adding function from the start of a project to help ensure the drivers and outcomes of projects are built into execution and metrics. This approach lowers risk, maximises the opportunity to realise benefits over the long term, and delivers the vital last leg of post implementation value that is fundamental to the majority of business cases.

The Seven Common Mistakes

-  **1** Building the function in isolation
-  **2** Low clarity on who the 'customer' is
-  **3** Forgetting the big picture
-  **4** Missing the opportunity for added value
-  **5** Inconsistent talent management & resourcing
-  **6** Inadequate practices to preserve quality
-  **7** Failing to bridge businesses on stakeholder expectations

1 Common Mistake

Building the Change Management function in isolation. Not treating this build like a change project.

(This includes failing to engage and integrate with other functions from the onset and not recognising the culture of the business.)

Mitigation Strategy:

- Foster a collaborative design process based on clear purpose. Lean toward a preference for impact, not bias.
- Incorporate an understanding of what Project Delivery and Business leaders need from Change Managers.
- Make appropriate plans to rollout the function.
- See business leaders as an extension of the Change Management function and ensure they play a role.

2 Common Mistake

Low clarity or disagreement on the 'customer' of the Change Management services.

Mitigation Strategy:

- Agree with stakeholders on who the 'customer' is and design for that customer. (This can vary by project.)
- Consider if there was an executive mandate for the Change Management function and the drivers behind the need.
- Actively seek feedback and incorporate it into the Change Management offering.

3 Common Mistake

A disproportionate focus on the Enterprise function, capability and operating model compared with the focus on end-to-end change management results.

Mitigation Strategy:

- Apply an understanding of who the 'customer' is and build for that purpose. Don't be too inward-looking.
- Use lessons learned from end-to-end Change Management to strengthen the Enterprise Change function.
- Determine how the Change Management function is measured.

4 Common Mistake

Failing to use the Enterprise function to play a leadership role pre- and post-projects, subsequently missing an opportunity.

(A common example of this is failing to manage and budget projects formally between go live and adoption metrics closure.)

Mitigation Strategy:

- Add to the job requirements of the Enterprise Change Management leaders to play a role pre-project (with scoping and prioritisation) and post-project (with measurement).
- Demonstrate the financial and non-financial (i.e. improved change rollout) value of playing this leadership role well.
- Introduce a 'whole of life' view to Project Management with two closes: end of warranty and end of benefits realisation.

5 Common Mistake

Inconsistent talent management and re-sourcing. Failing to build an appropriate mix of experience, skills and employment type.

Mitigation Strategy:

- Set a reasonable target for the mix of experience, skills and employment type based on the needs of the Enterprise.
- Create a strong culture with agreed competencies, shared learning practices and robust recruitment.
- Develop clear career paths for Change Management practitioners.
- Provide clarity on how to source Change Management practitioners.

6 Common Mistake

Failing to put in place (and evolve) critical practices that enable quality and consistency across Change Management.

Mitigation Strategy:

- Set clear expectations. Ensure effective onboarding and training of new Change Managers as appropriate.
- Implement checks and balances to monitor consistency.
- Reward the right practices and correct poor practices.
- Education and a form of marketing back to the business.

7 Common Mistake

Failing to bridge businesses to set clear expectations upfront for the level of influence stakeholders have on each project.

(A common example of this is seen in projects where effective implementation relies on multiple businesses to undergo change for the outcome to be achieved.)

Mitigation Strategy:

- Clear processes need to be established in the Enterprise Change Framework and tools. In the Stakeholder Analysis, the Change team can identify which stakeholder has veto rights on a project.
- An Enterprise Change leader can engage business decision makers at the business case phase to establish agreement.
- Introduce the 'Project Success Sliders' tool to address the level of influence of the sponsor and stakeholders.

Notes:



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