

MESSAGE FROM THE PARTNERS



Welcome to the summer issue of *uPTake*, our eighth edition. In this issue we focus on change management and its future in organisations.

We also explore innovation, and how PTA helps organisations accomplish maturity measures for achieving their goals.

This year has certainly flown by, so it's time to stop and reflect on the events of the past, and look forward to the future. We sincerely wish you a happy and safe holiday period and a successful and memorable 2014.

We hope you find this issue informative – in fact we would love to hear your thoughts on it. You can give us feedback via our social media channels—find us on Twitter, Facebook and LinkedIn.

Suzanne Pearson and Shannon Trueman

WHAT DOES 'CHANGE AGILITY' LOOK LIKE? ELEMENTS OF AN ORGANISATIONAL CHANGE CAPABILITY

Change management is continually evolving into a discipline driven by structure, rigor, process and deliverables. Organisations are shifting from applying change management in a project-by-project fashion to developing a change business function, with the goal of turning 'change' into an organisational capability.

Change management practitioners face the challenge of obtaining clear and definite information for what they're setting out to achieve. One method is 'standing in the future'—articulating how organisations would look and operate after three years. In this three year period, an organisation can build a capability which focuses on achieving goals through employee commitment and change management.

Organisations with successful change management business functions have eleven characteristics:

- 1** A change manager is present at the start of every project. End user impact is included in project definition, is evaluated and change management activities are part of the project initiation process
- 2** All employees expect change, are excited and engaged—not fearful of it.
- 3** Employees throughout the organisation have developed a shared change vocabulary.
- 4** For change initiatives happening in organisations, change managers routinely meet project ROI targets, stakeholder, and customer and shareholder expectations.
- 5** Change management is integrated into the project management approach, and improvement processes and systems such as continuous process improvement, strategic planning, and Lean Six Sigma.
- 6** Change managers are able to deal with the change that the organisation is experiencing.
- 7** Leading change is part of the job. Employees throughout the organisation have internalised their role in leading change and have the skills to excel.
- 8** An organisational legacy for change management is created, which could include a change management office, a community of practice, or a centre of excellence.
- 9** On each project, there is a dedicated resource and change management budget.
- 10** Metrics for adoption and usage are established upfront and measured during and after the project goes live, and show the 'return on investment' of managing the people side of change.
- 11** A standard is set for the change management methodology, and a full set of tools to support its common and consistent application is used on all projects.

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Service in the spotlight

CHANGE MANAGEMENT BENEFITS REALISATION

With rapid changes in technology influencing how businesses operate, change management is unavoidable. When stating a case in change management, it's understood why change management is required.

However it's important for organisations to know what the benefits are before implementation as they serve as motivators and evaluators. It requires a distinct focus on benefit realisation to achieve the required results.

Benefits of change management

- Aligns existing resources within the organisation
- Change is about improvement
- Change is exciting and staff are energised with new challenges
- Costs can be contained and managed
- Creates improvement and development of leadership and team development
- Measures and processes are put into place upfront to include specific tasks and events appropriate for each stage in the process
- Performance increases when employees feel supported and understand the change process
- Risk of an unsuccessful implementation is reduced
- The response to demands can be met more rapidly.

To realise the desired outcome of change, it's critical to obtain the connection of the people who are expected not only to participate and accept the change process, but to recognise the benefits.

Best-practice organisations use leadership to help drive internal commitment and make concerted efforts to educate employees to benefits.

Mind Exercise 1

FULL CIRCLE*

A woman walked south for 2 miles,

—> then west for 4 miles,

—> then north for 3 miles,

—> then east for 3 miles,

—> then south for 1 mile

In which direction and for how far should she walk to return to her starting point?



Getting the most from PTA

DRIVING CHANGE COMMITMENT

Although there are characteristics of success—such as program management and substantive strategy and design—high levels of staff resistance are often reported, demonstrating the importance of prioritising the concerns of all stakeholders. Only 30 per cent of organisations consider their change management program successful (APQC 2013).

Challenges facing change managers include:

- change approval policy not in force
- change notification after the fact
- lack of centralised process ownership
- not all changes are documented
- poor communication and distribution
- process enforcement not in place
- when change is not meticulously tested.

To overcome these challenges, PTA:

- understands that business models can be challenged and require flexibility and adaptation
- designs requirements of an organisation's unique change position
- defines clear scope, objectives, work streams, milestones and deliverables.



WHAT'S ON

December 10	The Internal Communication Champion; The Sebel Surrey Hills, Sydney
December 11—13	Prosci® Change Management Certification Program – Public; Sydney
January 30	Change Management in the Public Sector; The Sebel, Sydney
March 25—27	Data Quality Asia Pacific Congress; Rydges On Swanston, Melbourne
April 7—11	APQC's Knowledge Management Conference; Houston, TX, USA
April 9—11	7th Annual International Symposium for emerging technologies for online learning; Sheraton Dallas, TX, USA
May 20—23	Inclusive Learning Technologies Conference 2014; Gold Coast, Queensland

INNOVATION

Why do attempts at innovation rarely succeed? PTA believes this can be attributed to what stage in the organisational life cycle firms attempt innovation. According to the *Oslo Manual for Measuring Innovation*, innovation is broken up into four segments:

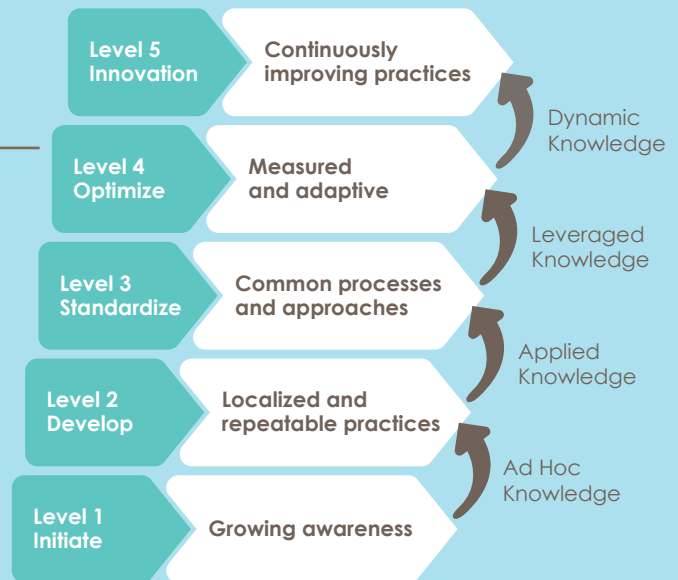
- **Marketing innovation**—a new marketing method, which significantly changes the product, placement, promotion or pricing
- **Organisational innovation**—a new organisational method in business practices, workplace organisation or external relationships
- **Process innovation**—a new or significantly improved production or delivery method
- **Product innovation**—a good or service that is new or significantly improved.

Many organisations claim to be ‘mature’, yet the ambiguity of this term and the assortment of measurements used makes it difficult to determine and benchmark an organisation’s true maturity. We hypothesise that innovation can only occur when an organisation’s capabilities exceed requirements and are therefore considered mature.

PTA uses an average of the following five maturity frameworks to generate an accurate indication of an organisation’s maturity:

- **American Productivity Product and Quality Center’s Levels of Knowledge Management Maturity** is designed to map out a strategy to move from immature, inconsistent knowledge management practices to mature, disciplined approaches aligned with strategic objectives (APQC 2008)
- **Capability Maturity Model (CMM)** measures how formalised and optimised an organisation’s processes are (Curtis, W. Miller, S. and Hefley, W. 2001)
- **Capability Maturity Model Integration (CMMI)** is designed to support the original CMM by focusing on the implementing, managing, measuring and monitoring of software development processes (Grenier, L. 2007)
- **Control Objectives for Information and Related Technology (COBIT)** is intended to measure the maturity of IT processes and procedures (ISACA, 2000)
- **People Capability Maturity Model (PCMM)** measures the management and development of a workforce (Curtis, W. et al 2001).

American Productivity Product and Quality Center’s *Levels of Knowledge Management Maturity*



Source: <http://www.apqc.org/membership-type-knowledge-management>

Maturity measures can be used at divisional, functional or project level to evaluate various internal controls. However, this creates business silos that do not share information, making it impossible to gain a detailed and accurate understanding of an organisation’s true maturity.

The development of an organisational wide database of maturity measurement scores creates a collaborative pool of information available to all levels of the organisation. This provides a holistic view of the organisation and its maturity. Furthermore, this data can be drilled down to find the source of problems, or averaged and brought to a higher level to identify whole-of-organisation problems.

PTA will explore this topic further in the coming weeks. Please follow us on LinkedIn and Twitter to stay up-to-date.

Sources:

1. American Productivity and Quality Center 2008, *APQC’s Levels of Knowledge Management Maturity*, Houston, Texas.
2. Curtis, W., Miller, S., & Hefley, W. (2001). *People Capability Maturity Model (P-CMM) Version 2.0*(CMU/SEI-2001-MM-001), Carnegie Mellon University. Pennsylvania, United States.
3. Greiner L (2007). *Capability Maturity Model Integration (CMMI) Definition and Solutions*. CIO Online.
4. Information Systems Audit and Control Association (2013). *Control Objectives for Information and Related Technology* Illinois, United States of America.
5. Organisation for Economic Co-operation and Development (2005). *Oslo Manual*.

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Prosci® is a leader in change management research, providing industry standard processes and tools. PTA utilises tools from Prosci® when undertaking change management practice.

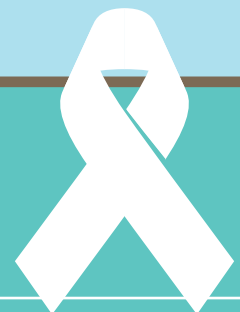
As organisations need to be more agile and adopt to change quicker, building organisational change management capability is one of the most important core competencies for organisations in the future.

However, building change agility takes more than ‘want to’—it requires a structured and intentional approach. The eleven future state elements and defining the future are critical to the successful journey of becoming more agile as an organisation.

If you would like to consider specialist consulting for change agility or managing change in your organisation, talk to PTA. See the back page for contact details.

Mind Exercise 2

CHARITY*



Thirty charity workers gave an average of three hours of their time per month doing voluntary work. With the success of the project, a further 40 volunteers were recruited and the average hours given per month by all the volunteers rose to eight. On average how much time did each of the last 40 people spend doing voluntary work?

A STORY FROM CAMBODIA

PTA consultant Roselyn Morrice recently had the privilege of travelling to Cambodia and volunteering for Life and Hope Association (LHA). The organisation is run by Buddhist monks, who oversee a number of projects in Siem Reap and the surrounding areas.

Roselyn was asked to help with the least developed of their projects, the Foreign Language School which is currently going through a transition phase. A small group of long-term volunteers are currently working to improve order and structure at the school, to enhance the experience of the students and future volunteers. To help with this process, she was asked to develop a series of extension activities to compliment the textbook units taught to the students.

In the past, when a volunteer arrived at the school, they went straight into a classroom with little to no preparation. Although their intentions were good, there was no guarantee that what they were teaching was in line with the curriculum, or suited to the students' skill levels. Going forward, volunteers will be able to use the newly developed activities in their classes, or even as a guide for creating their own relevant exercises.

Developing these materials was an interesting and challenging experience, as Roselyn had to take into account the limited resources available at the school. The only guaranteed resource is a whiteboard in each classroom—and even then, whiteboard markers are rationed. Printing paper-based materials at the local print shop is not always an option, due to cost.

Despite the limitations they are faced with, the students are grateful for the opportunities the school provides them with and are eager to learn. In a country where many people are not able to go to school, education is seen as a privilege. This is evident not only through the students' enthusiasm, but also that of the Cambodian people, who relish the opportunity to practice their English with foreigners.

Roselyn felt great knowing the skills acquired throughout her professional services career helped play a small part in enhancing the education of some of the Cambodian people. Roselyn looks forward to returning to Siem Reap and the LHA in the future, to visit the inspiring people she met and see the progress made at the Foreign Language School.

ART MATTERS FOR KIDS

In the last issue of uPTake, we wrote about the upcoming Artist for Kids Culture (AKC) annual art auction, their major fundraising event for the year that showcases work generously donated by leading Australian artists.

This year's auction, held in October, was particularly special as it was their 20th anniversary.

PTA is a proud supporter of AKC and Suzanne Pearson was one of the 300 attendees at this year's event. One of the thrilling bidding sessions included a generous supporter walking away with a David Bromley painting at \$6,500. That special purchase helped boost this year's fundraising efforts to over \$50,000 for AKC.

We hope you will join us at next year's event.

For more information on AKC, visit www.akc.org.au

LINKEDIN SEMINAR

PTA recently attended a seminar on the benefits of LinkedIn as a Human Resource function, and also learned how to utilise LinkedIn for marketing and sales purposes. Whether an organisation is big or small, it provides industry-useful information and up-to-date news on who's who in the industry. It also facilitates developing relationships, sharing industry information and generating leads through reaching intended targets.

Key takeaways from the seminar:

- 57% of business-to-business decisions are informed even before a sales person makes contact
- Encourage employee interaction on social media, but be sure to have appropriate etiquette guidelines, processes and procedures to ensure staff are on the same page
- Endorsements are a great benefit and are even better when a picture is attached. LinkedIn research has shown it adds credibility to testimonials
- Engage with your audience by posting news and products and services updates
- Use videos, presentations and documents as an extension of marketing, which can be shared through your profile to reach new, targeted audiences
- Within your profile you can add a blog, which gives you the ability to upload presentations, add polls, collaborate with document sharing, enriching your profile to stand out and offer new ways to connect
- You can measure performance on the Company Page's Analytics tab, and use this to benchmark performance with similar companies.

Mind Exercise Solutions

**sourced from www.mensa.org.uk*

1. One mile east. 2. Eleven hours and 45 minutes.



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