

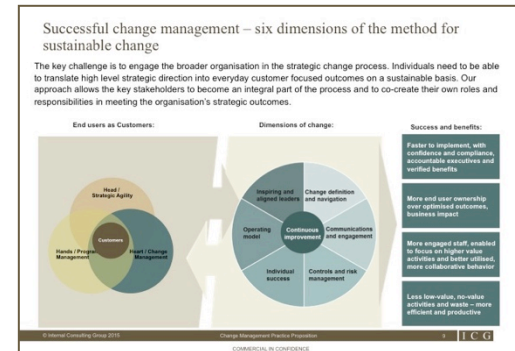
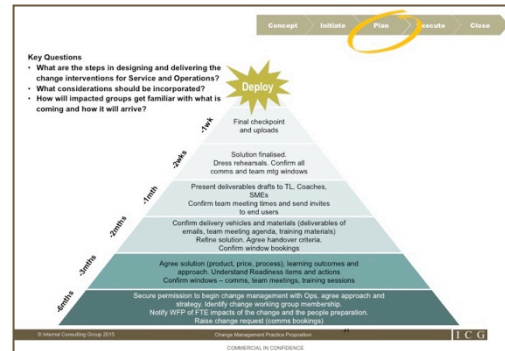
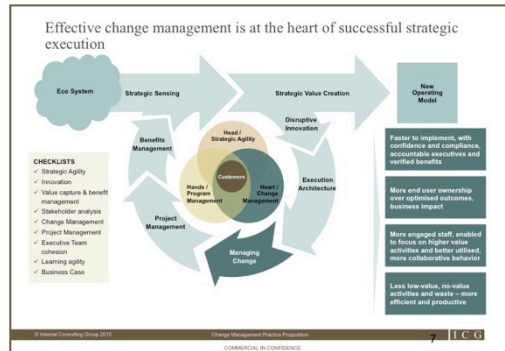
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Change Management Program (CMP)

A proven method for success in delivering end to end structured change for C-Suite, leaders and project teams.



Product Sample: Change Management Program (CMP)



Price:

CMP Program

US \$50,000 Full
(80 pages + Tools + 5d tailoring)

US \$10,000 Micro
(40 pages + Tools + 1d tailoring)
(single use licensee)

CMP method Coaching
US \$2,200 per day

CMP Change Leader
US \$1,500 per day

CMP Internal Consultant
Accreditation
US \$5,000

CMP Team Support
BAF Process

A proven method for success in delivering strategic execution and structured change for C-Suite, leaders and project teams.

The key challenge is to engage the broader organisation in the strategic change process. Individuals need to be able to translate high level strategic direction into everyday customer focused outcomes on a sustainable basis. Our approach allows the key stakeholders to become an integral part of the process and to co-create their own roles and responsibilities in meeting the organisation's strategic outcomes.

The Change Management Program provides a tool kit which supports translation of strategy to a plan and delivering sustainable implementations.

This program contains unique insights, nuggets of experience of how to implement successful change, making it easier to identify where to allocate resources. It is a concise coherent codification of the change management process so that activity is relevant, pertinent and timely.

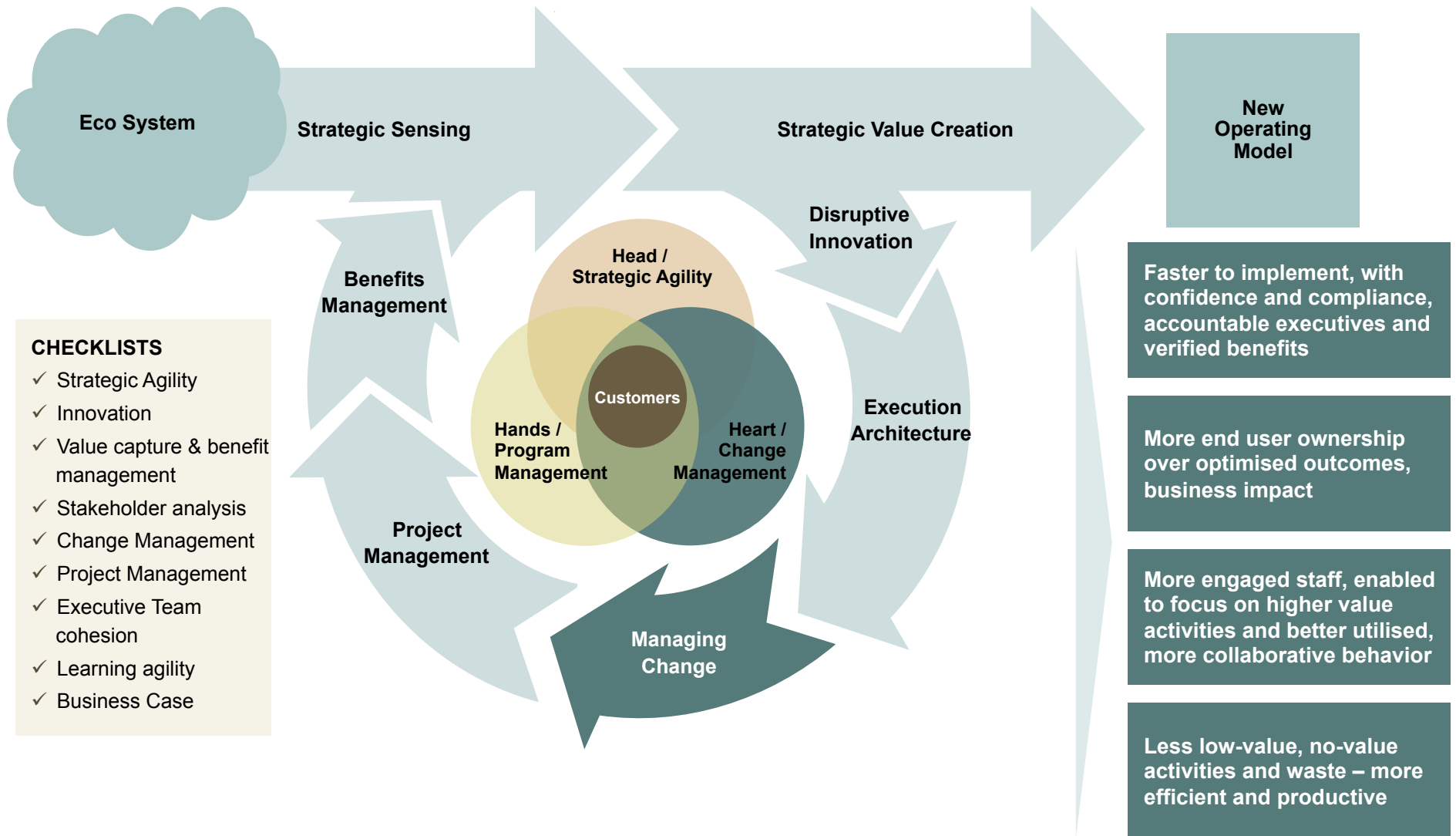
Concise: Taken the Program back to prioritized tasks that really generate traction and deliver value.

Coherent: Hung together in a sensible story, from kick off right through to the end of delivering a change. Many run out of steam before the end so don't deliver. Many programs don't give the tools to close out either. This program is end to end and enables organisations to get better at change.

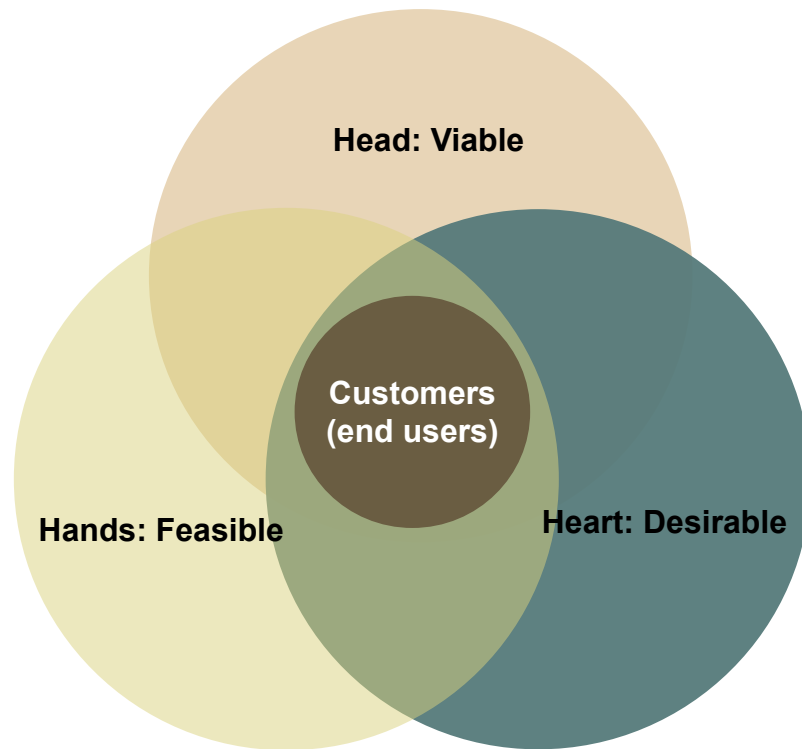
Codified: Scalable, consistent to increase the reliability of change performance.

CMP method can be unbundled and supplied as a licensed set of templates, but is more commonly supplied with expert coaching support or, for a more senior role or larger enterprise, an accredited Affiliate team. The CMP product is scalable and variable for large and small programs. It may be used to enhance and supplement a client's existing change management methodology.

Effective change management is at the heart of successful strategic execution



A Head, Heart and Hands change approach which is outcome focused, highly engaging and commercially minded for successful strategy execution



A truly mature customer centricity, the sweet spot between desirability, viability and feasibility for both the initiative and the implementation delivers benefits optimization for shareholders, customers and the organisation

Head:

- Where are the key implementation opportunities and how do we harvest them?
- Open strategy process and dialogue to identify and frame opportunities in an insightful way.
- Proven change management methods for programs of \$70K and up to millions.

Heart:

- Development of leaders and team dynamics
- Invite people to connect with the future not sell or tell it to them
- Collective decision making and commitment through a learning environment.

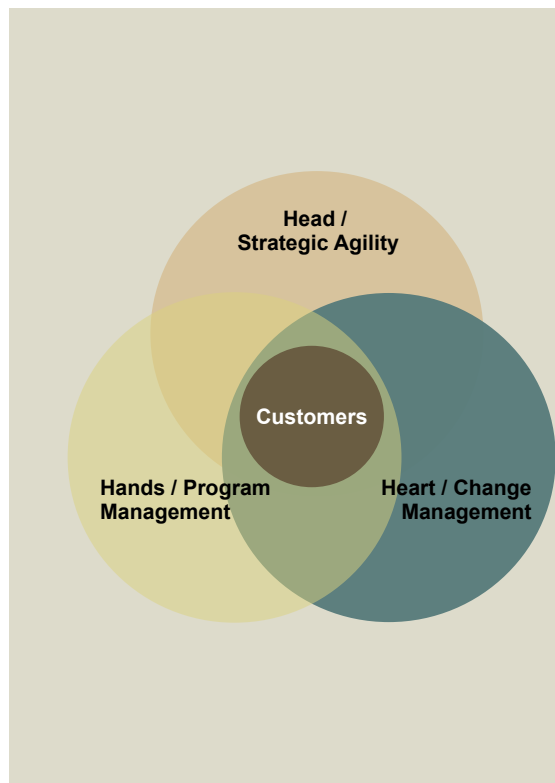
Hands:

- Short, focused implementation initiatives that build the right culture and deliver outcomes.
- Is the change possible within the existing operating rhythm? How can we minimise the disturbance of implementation?
- Fast and efficient resource mobilisation and redeployment right to program end.

Successful change management – six dimensions of the method for sustainable change

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End users as Customers:



Dimensions of change:



Success and benefits:

Faster to implement, with confidence and compliance, accountable executives and verified benefits

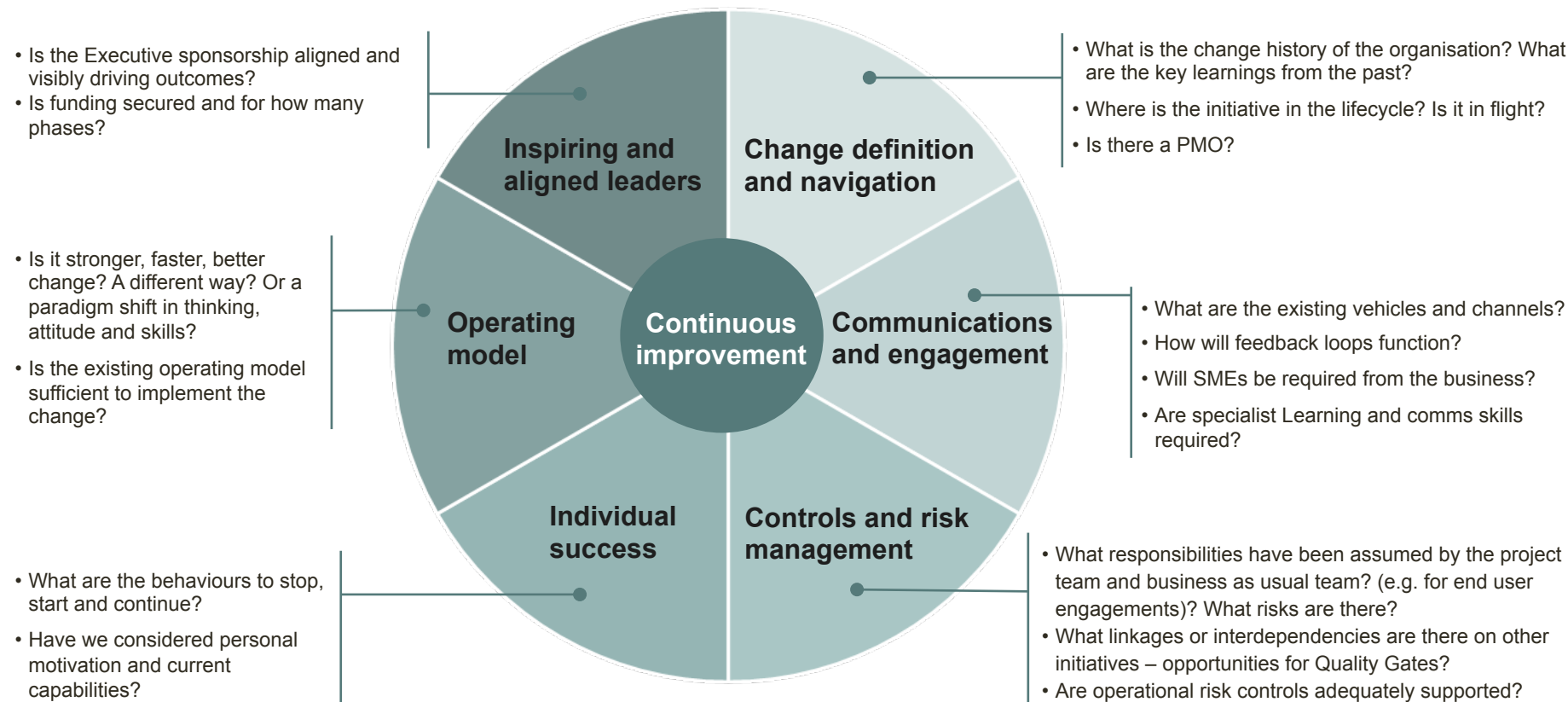
More end user ownership over optimised outcomes, business impact

More engaged staff, enabled to focus on higher value activities and better utilised, more collaborative behavior

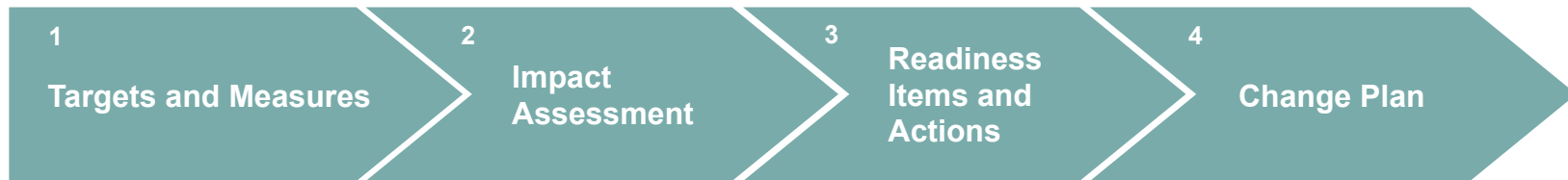
Less low-value, no-value activities and waste – more efficient and productive

Each change program needs tailoring to an organisation and its context, change readiness, size and complexity are key considerations

Analyzing organizational context and the entire portfolio of initiatives underway underpin recommendations for change management strategy. The process uncovers opportunities to create sensible bundles of change.



Critical to successful change management are four key tasks



Our international review of change programs (ICG, 2014) revealed four key best practice activities for changes of any complexity or people group size. They are:

1. Identify the behaviors that need to be changed and how they will be measured (**Targets and Measures** and **Benefits Measurement**)
2. Analyze the delta between the 'as is' and the 'to be' for key people groups, the impact of that change and what if anything needs to be done about it (**Impact assessment**)
3. Identify all the items and actions that will need to be completed to ensure that the change is sustainable (**Readiness items and actions**).
4. The readiness list becomes basis for the **Change Plan** where items and actions are tracked and measured resulting people matters being Green at Go/No Go decisions for on time delivery with less remediation.

These practices apply regardless of the size of the organisation from groups of five people, right up to millions of end users and customers of complex organisations.

High level impact assessment – sample tool



What are the business impacts? What is the severity of the impact? How big are the populations? Who are the critical groups? What are the early concepts for change management solutions to support the change?

Impacted Line of Business	No.	Sev	Date	What's changing?						Change overview, key opportunities and solutions
				B	S	P	C	P	C	
Leader of Leaders	74	●	Thru 2014	N	Y	Y	Y	Y	Y	<p>Change: Clarified coaching and leadership expectations. Driving higher accountability, using new reports, communicating new KPIs, incentives, reward and recognition program.</p> <p>Solutions: Workshops to align Exec leadership on changes. Quality gates across Programs to line up interdependencies to deliver sensible bundles of changes.</p>

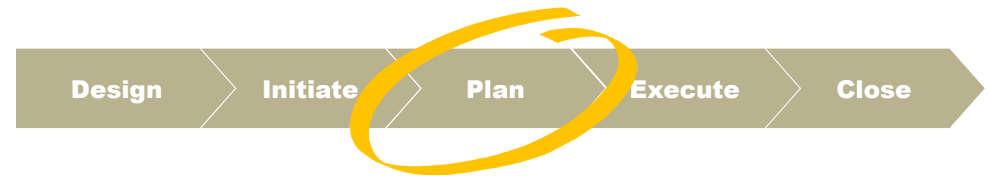
Key to 'What's changing?':

- B = Business operating model: org structures, roles
- S = Systems: technology
- P = Process: the way people do their work
- C = Client: internal or external client experience
- P = People: culture
- C = Context. Multiple initiatives with interdependencies

Severity: ● High ● Medium ○ Low

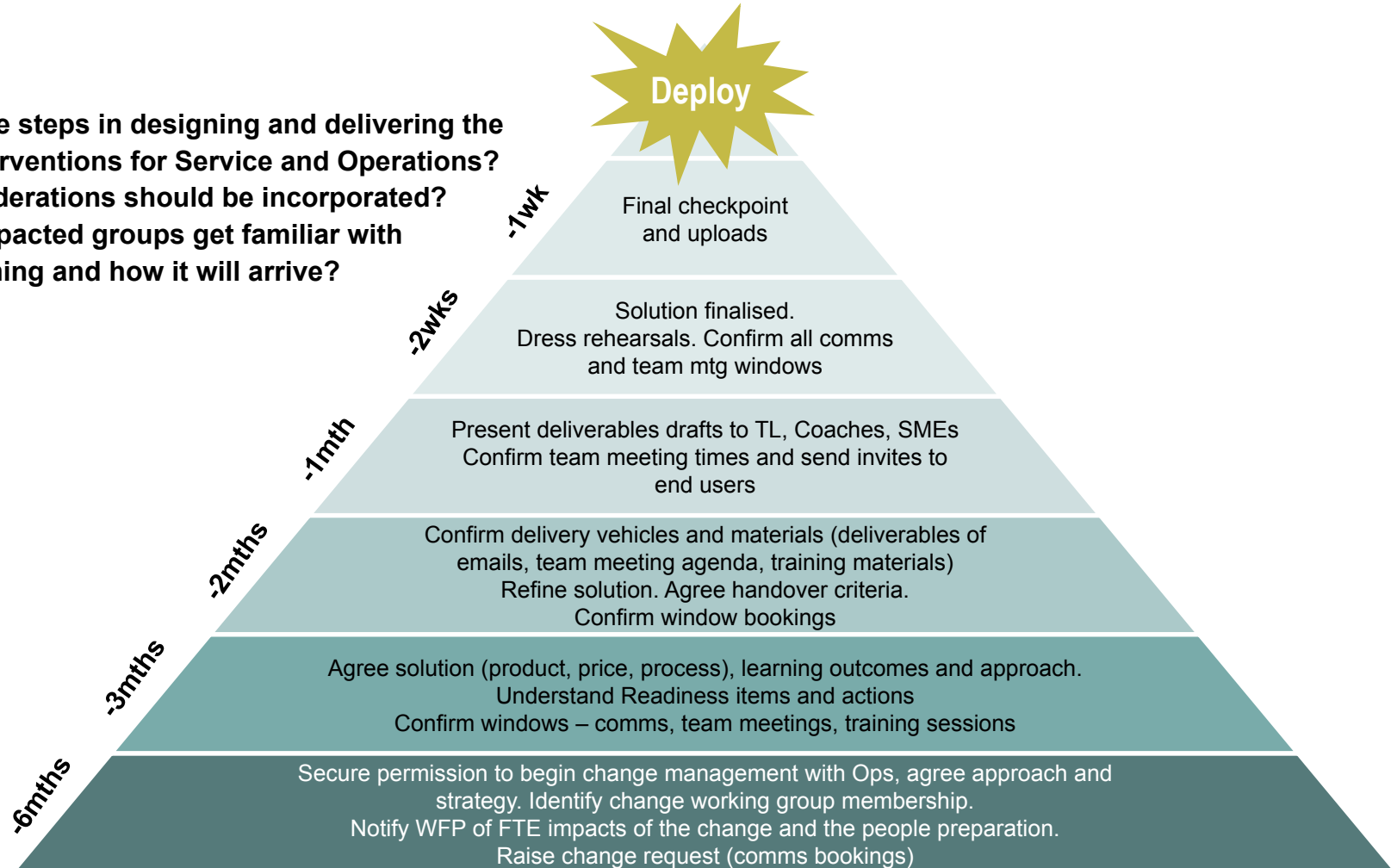
- None
- Low – in line with current culture, existing skills sufficient for future state. Developmental change.
- Medium – multiple changes requiring new capabilities. Transitional change.
- High – changes to core ways of working requiring significant support to successfully transition to new state. Transformational change

Operations implementation development – sample tool



Key Questions

- What are the steps in designing and delivering the change interventions for Service and Operations?
- What considerations should be incorporated?
- How will impacted groups get familiar with what is coming and how it will arrive?



A structured process to engage large, complex people groups with a change and how it is to be implemented.

Case study: Client on track for 300-400% growth target via Strategic Account Managers with consulting and change capability uplift

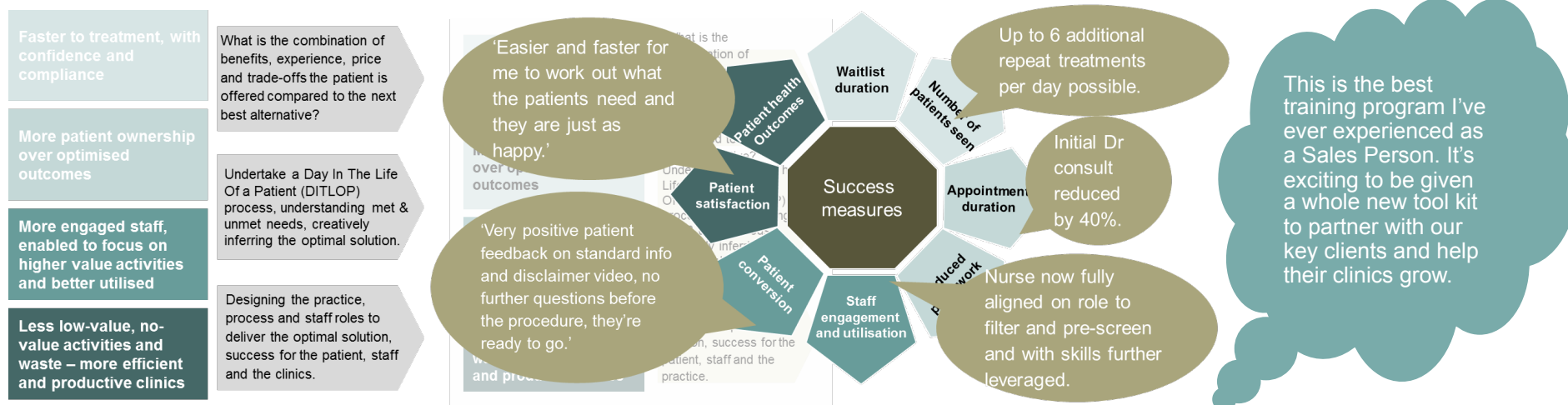
A US owned pharmaceutical used the **CMP** to enable **Strategic Account Managers** to support **Specialists** to take on transformational business improvement and further patient outcomes in private clinics, Australia wide

The Challenge

Our client sought to further patient outcomes via Strategic Account Managers and a fixed pool of 120 Specialists. The 2014 Medicare rebate launch increased demand from approx. 8K treatments/yr to more than 65K/yr. The solution needed to be compliant, appropriate for small clinical teams and Key Account Managers.

How we helped

The **CMP + Method Consulting** delivered a simple, standardized approach to design and prioritization of highly adoptable initiatives and implementation plans. Drs' teams adopted radical changes, resulting in 40% reduced initial consult time. Changes were digitization of disclaimers, increased patient centricity, delegations and process improvement. Using the CMP and 3hrs of 1:1 coaching each, Strategic Account Managers were highly engaged and confident to execute change management skills and ambitious targets, driving significant success.



Case study: Upskill Business Leaders with change leadership capabilities via HR Business Partners for organisational change maturity uplift

A foreign owned Insurance business used CMP to optimize value capture from transformation initiatives in a large service and operations team

The Challenge

The aim was increased customer experience, cost and control benefits realisation from programs through improved change delivery into Service and Operations. A strong people risk management and change capability uplift was required of the solution.

How we helped

Fast tracked organisational change maturity uplift through implementation of the end to end Program and its integrated strategic change leadership, business change readiness and change delivery activities. The existing client tool kit was supplemented and standardized using the **CMP + Team Leader + Internal Consultant Accreditation**. Use of CMP Tools role modelled best practice Operations engagement and training with on time, on budget learning and communications interventions for an innovation digital project. Success with HR Business Partners enabled deployment of change capability uplift and embedment across the business.

CM training and enablement program Nov 14 – Nov 15

Nov - Dec	Dec - Jan	Feb	Mar - Nov
Essential Steps Workshop	Essential Steps Coaching	Transition Workshop	Capability Development
Tool kit (2-3 day tailoring)	CMP applied to strategic priority via HR Business partner	HR Business Partners transfer CM learnings to Business Leaders to enable Leader Led Change	ICG Change Management Accreditation program Monthly workshops
Enabled as Change Manager			Enabled as Change Partner
Future Strategic Partnering			

Strongly positive feedback from review sessions

'Three modules of under 15mins make it easy for us to fit in to our business.'
Centre Ops Mgr

'The modules are easy to go through, the assessment is challenging. Love the pictures of our people and our buildings. I would like this to be mandatory – it fills a gap in our induction learning about Industry and overall Product knowledge. Let's do it again.'
HO Ops

'It creates great value by supporting a consistent message across all our teams and links advisors and clients to our roles in Ops.'
Snr Mgr

'I love the way this process has secured Team Leaders advocacy of a tool which will reinforce effective compliance behaviours.'
Snr Risk and Compliance Mgr



Internal Consulting Group

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visit our website at www.internalconsulting.com