

Dell Evans, VOSA

# Business Change Management Filling the Void

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# Overview

- Implementing Change Management
- Filling the structural gap between MSP and PRINCE2
- How it was delivered
- The VOSA perspective
- Benefits and achievement

# The Aspire Europe

*Activate*

**Accredited Consultancy services. First APMG Registered Consultants in MSP and Change Management**

*Academy*

**Accredited Training services for MSP, Prince2 and Principles of Change Management**

*Accelerate*

**Interim Management services**

*Assess*

**OGC Maturity Assessments for P1M3, P2M3, P3M3 and P2MM. Proprietary MSP Health Checks**

# What we do

## Enforcement



## Testing & Inspection



## Licensing



# Previous Change Problems

- Significant change portfolio overwhelming operations.
- Lack of operations involvement in owning the change.
- Gershon focused on FTE benefits from projects
- Changes from projects “thrown over the wall”
- Benefits not being tracked or realised – confusion over dual claiming
- Negative impact on staff moral
- Weak stakeholder management and communications internally
- Silo working between projects causing conflict and overload.
- Business finding ways around project approach due to lack of confidence.

# Aspire Europe perspective

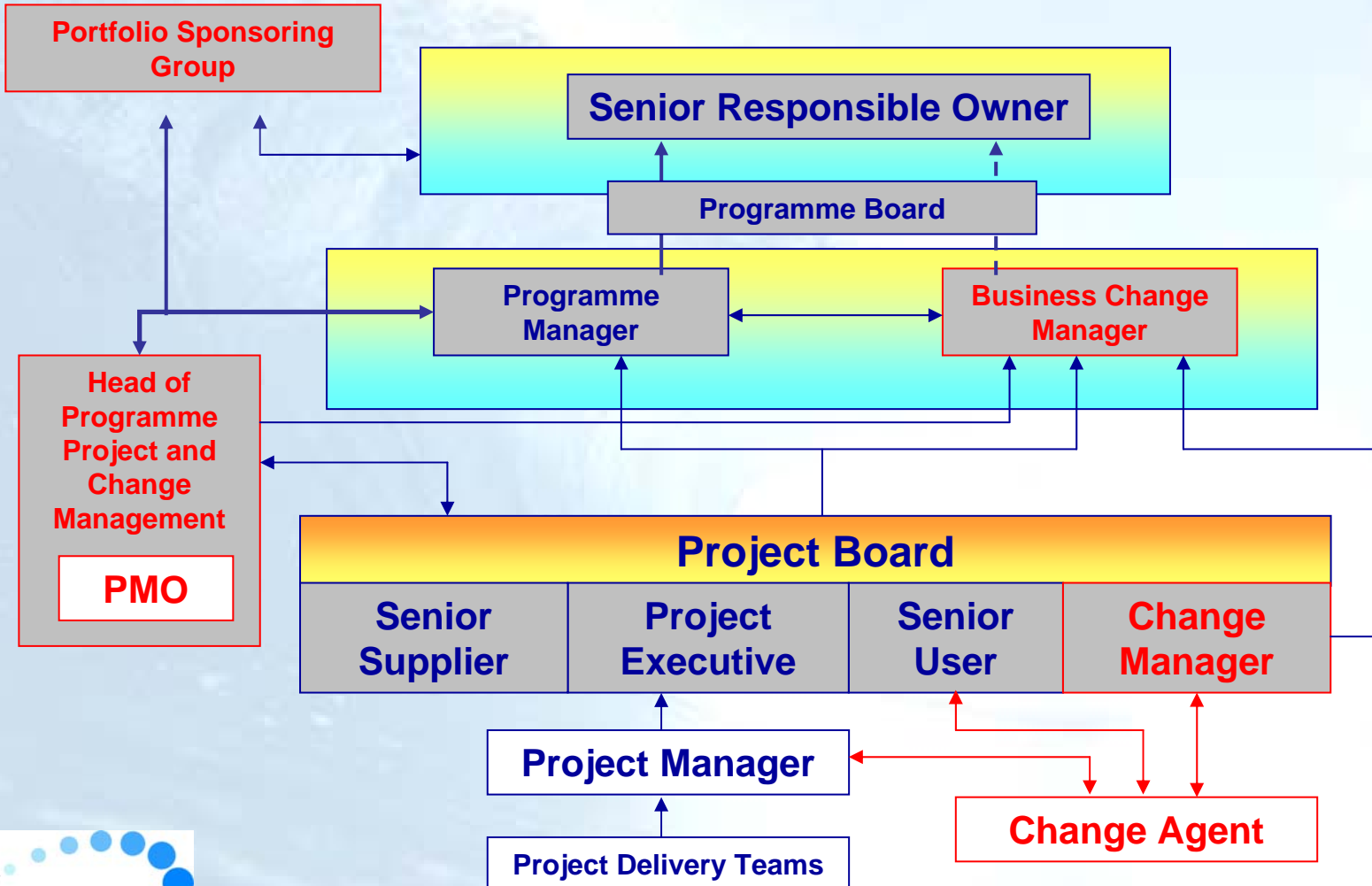
# The Challenge

- “MSP talks about change but doesn’t explain how?”
- “How is the BCM role supposed to work in practice?”
- “VOSA has existing change roles but no clear links to the projects?”
- “How do we make business change work?”
- Stakeholder, Benefits and Change need to be linked together?”

# Solution

- Engage with the management community to better understand their problem
- Designed a Change lifecycle which linked together the MSP Principles and MSP lifecycle
- Review interface with PRINCE2 and MSP to engage the two structures and focus on Change Management
- Change Management structure and community established.
- Awareness briefing and role based training
- Implementation support to mentor and enable the new team

# Structure



# VOSA Perspective

# Operational impressions

- Projects caused chaos
- PPM people spoke a foreign language
- Silo working within projects
- PMO bureaucratic
- Gob smacked no benefits tracking and realisation from investments confusion

# New Role

- Original part time BCM's did not have capacity to do this and day job
- Appointed to give operational focus in full time capacity
- Convincing the resistant Project Execs of the need for Change Management
- Break down silo's and manage strategic view of change portfolio
- Establish the change community

# Change Team brief

- BCM strategic overview and coherence
  - Stop/Go Authority
- Benefit management
- Stakeholder ownership
- Impact assessment (cost, resource, BAU)
- Transition (Prepare, Enact, Review)
- Maintaining operational stability

# What is it like now?

- Still early days
- Pro active change approach to change
- Change community established with clear understanding of roles
- Common language in use
- Reviewing existing portfolio from operations perspective
- Overarching view of change plan and demands on resources
- Fire fighting to fire prevention

# Achievements to date

- Benefits being built, defined and being owned by business
- Business cases that are realistic and include previously hidden operational impact
- Greater awareness of “End State” and need to fit it all together
- Focus on benefits has slowed down the rate of change
- Operational confidence and self belief

# The future for CM in VOSA

- Embedded as firewall between change and the business
- Now broadened to review all change not only PPCM
- Business has taken control of change with the objective of ownership and delivery



***Thanks for your time – any questions?***

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