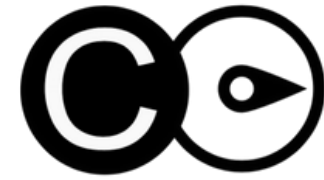


DEMONSTRATE THE VALUE OF MANAGING CHANGE

Case Study 2



The Change Compass



Scenario:

A sales function of a major insurer will be undergoing 13 different change initiatives over the same month. Among these initiatives, there were 2 that were considered major changes. The team discovered this whilst looking at their one view of change and monitoring the quantitative change impacts across initiatives. Both initiatives were considered critical with tight timelines in benefit realization. They were initiated from different parts of the organization and so were not synchronised in release.

The challenge:

The sales function was concerned about the combined level of change. This is because there were significant sales target challenges on top of these initiatives as this was just prior to the end of the financial year. Previous data suggested that this level of change resulted in several negative performance trends.

The solution:

The business operations team worked closely with senior managers and the two major initiatives to assess priority and time sensitivity. However, the stakeholder were keen to ensure both initiatives were rolled out as soon as possible due to compliance obligations. The team then resorted to deprioritising the other initiatives, reducing the overall impact and the number initiatives to 6. This helped to clear the overall change slate to create capacity for effective initiative landing and embedment. The data proved valuable in telling the story to senior managers on what might happen to the business.

The value:

For this 1 instance, the value of better prioritisation and clearance of the runway and pushing out other less critical initiatives maximised the overall initiative benefits. The protection of business performance through this action was calculated to be more than half a million dollars in saving additional work in embedding the change.