


Please download and install 'poll everywhere' on your smart device

... And let me tell you the story of why I am here today, and 'what happens when you get an empty \*spot\*'...

A series of several parallel white lines of varying lengths and orientations, located in the bottom right corner of the slide, creating a modern, abstract graphic element.

# CANBERRA CHANGE MANAGEMENT COMMUNITY OF PRACTICE

Mapping a change management framework to the maturity  
of the organisation

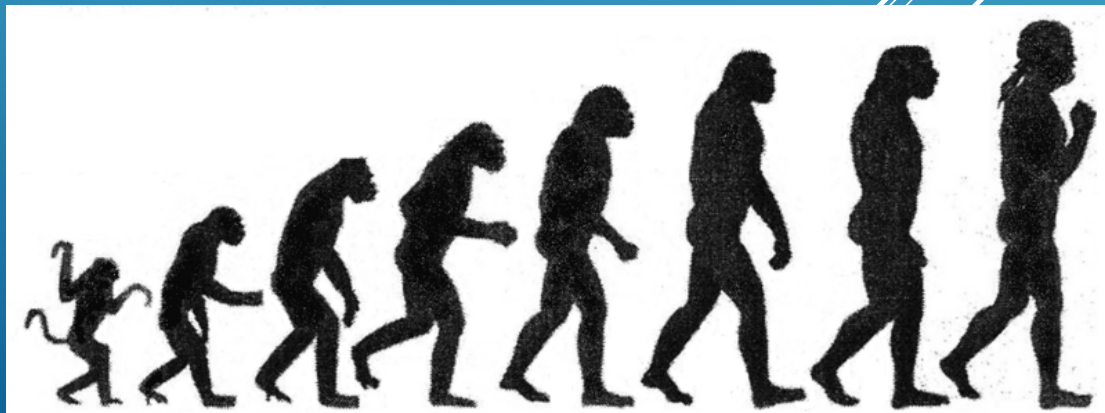
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- ▶ Meme theory – looking at ‘change-communication’
  - ▶ How to influence culture of an organisation by getting to the very essence of how it is created
  - ▶ Using the stories that are ‘floating around’ the organisation
  - ▶ Influencing
- ▶ The future of change management – or OCM3.0
  - ▶ Vision
  - ▶ The ‘Red Herrings’ of public policy
  - ▶ Futurism in change management
  - ▶ Technology in change management practice

HOW DID WE  
GET HERE?



The following questions were asked of the Community of Practice:

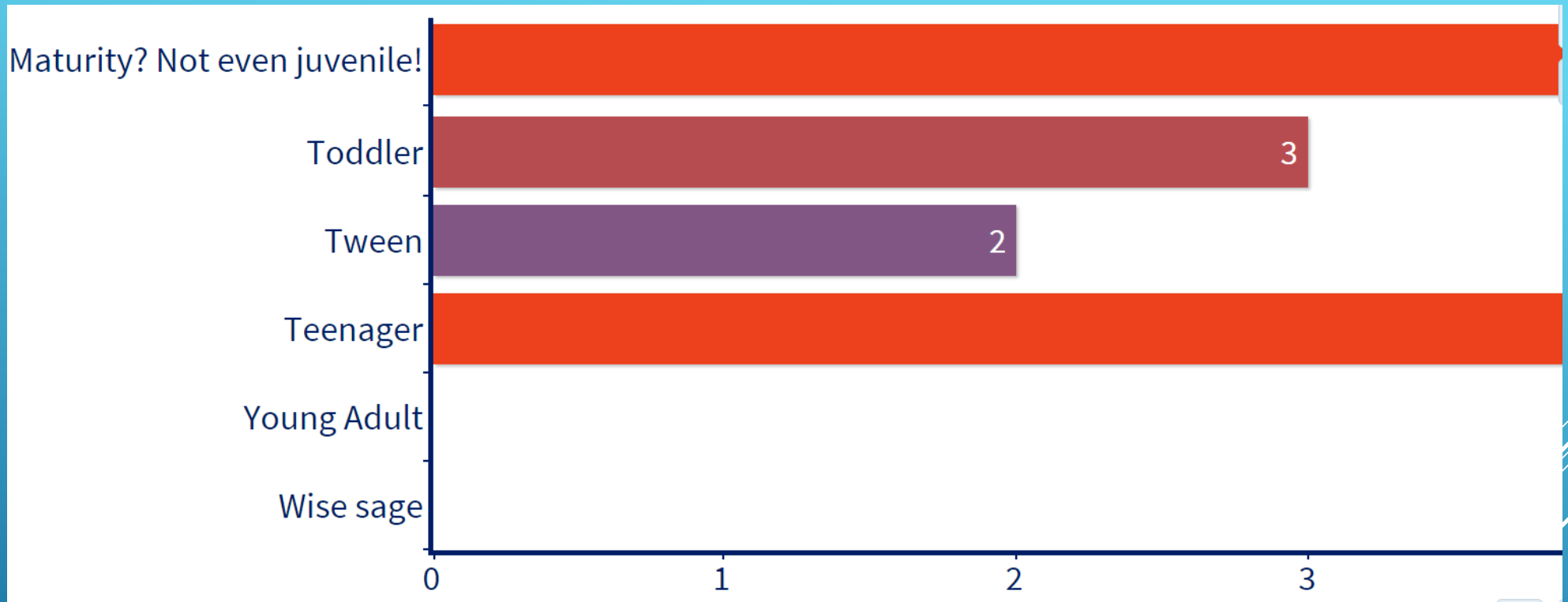
- ▶ What change management frameworks have you implemented?
- ▶ How 'Mature' is your current organisation?
- ▶ What are some of the other 'dependant' competencies that have low maturity?

A QUICK POLL

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THESE ARE THE CHANGE MANAGEMENT  
FRAMEWORKS THAT THIS COP WORKS IN

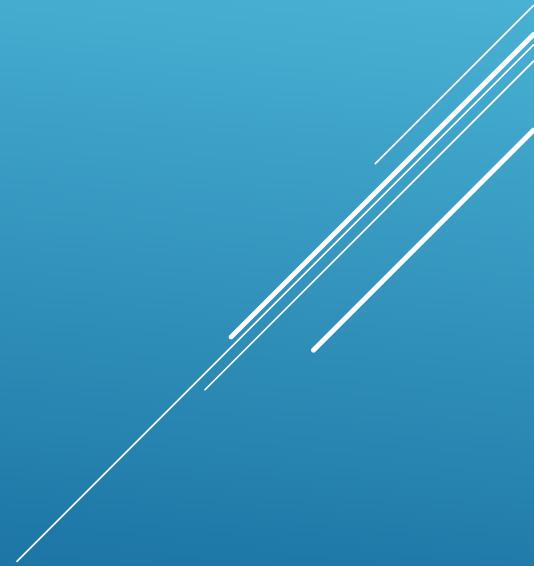


REPORTED 'MATURITY' OF THE ORGANISATIONS THE COP WORKS IN



- ▶ Tools/data
- ▶ Visuals aids
- ▶ Stories

## MAPPING YOUR ORGANISATIONS' MATURITY...





# Organisational Change Maturity Model (OCMM)

Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimised	Organisational Change Maturity Model
		Project Sponsorship, Executives are tracking Change KPI's and prioritisation processes in place	Organisational Change leadership, accurate feedback constant assessment to change targets	Executive change office, Board reporting, Agile project Governance	Strategic Change Leadership <b>Driving</b> (Should/Why?)
	Repeatable communication and training processes available for business	Business Units have view of Project change (Heat Map) & ability to influence approach	Standards are in place to rollout change quickly & consistently Feedback to adjust & manage effectiveness	Business areas comfortable with constant change Leaders and managers effectively driving	Business Change Readiness <b>Receiving</b> (How/When?)
Ad-hoc project Change Management (focus on Comms & training)	Change managers on projects, Change methodology in place, most projects using	Change & Project methodologies linked, Change training for Project Managers	Projects designed and assessed around Change management vision & inputs	Smaller initiatives, constant assessment of an ongoing Change portfolio	Project Change Management <b>Implementing</b> (What/Who?)

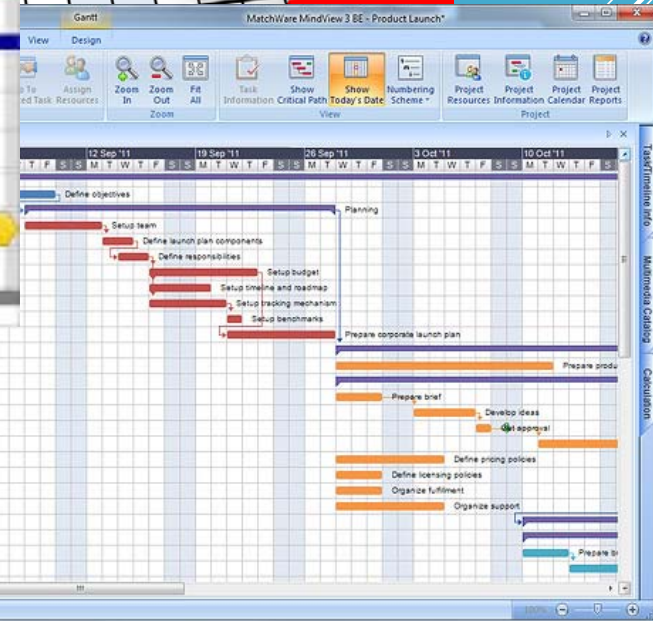
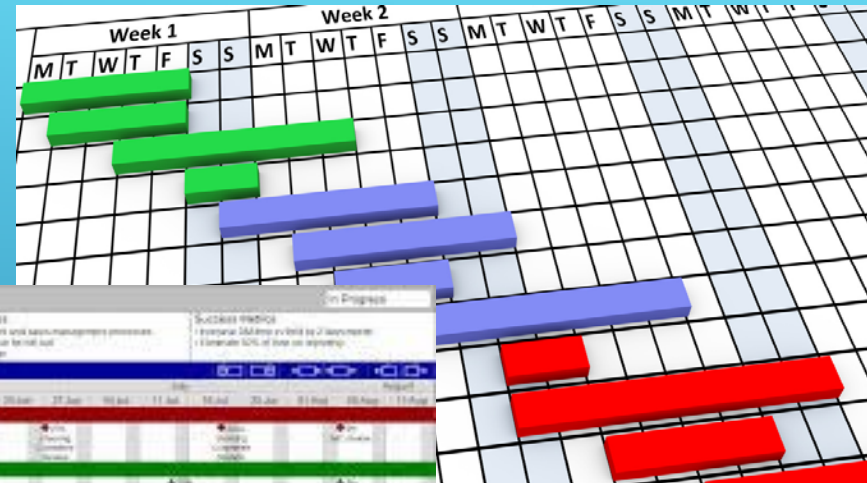
- ▶ 'Start with the end in mind'
- ▶ Capture EVERY decision not to implement a component immediately – these will be your 'goals' to reach for each stage
- ▶ Map each incremental stage against:
  - ▶ Benchmark
  - ▶ Develop
  - ▶ Reach goal
  - ▶ Implement
  - ▶ Review

A PLACE TO START



► Use what you know

# YOUR PLAN



- ▶ Do it a few times, with different people

ITERATE



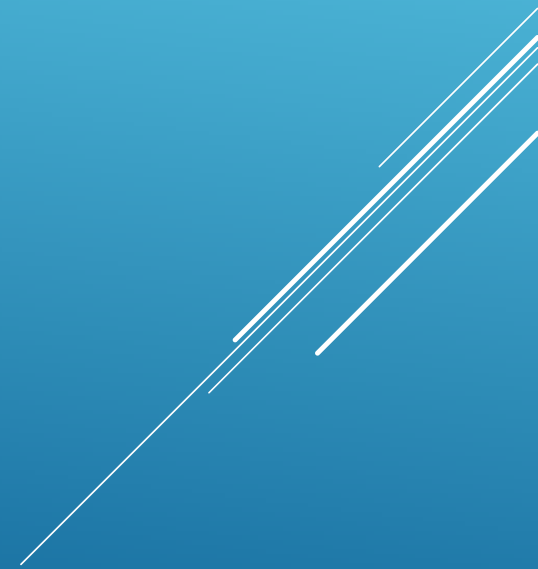
▶ You should have:

- ▶ Change Management Framework – steps and final implementation
- ▶ Dependencies/risks
- ▶ Map of enhancing organisational capability in a range of competency areas
- ▶ Specific 'minimum' criteria for taking each step – AND evidence of how those criteria have improved/enhanced
- ▶ Stakeholder Management Plan
- ▶ Communication Strategy...



**LAYER UPON PLAYER UPON LAYER...**

LETS HAVE A GO...



- ▶ Link change products / framework to the operational ecosystem / core transformational artefacts
- ▶ That exec ownership is pivotal to embedding
- ▶ The power of visual change
- ▶ Manage the scale/detail of products to suit. Better org maturity allows more valuable products and better outcomes.
- ▶ Kiss
- ▶ Common experiences with oth CMs
- ▶ create ur own model
- ▶ Modify framework and document why
- ▶ Not scare non changes
- ▶ Different labels same effect
- ▶ Note the stakeholders' reaction for your stakeholder management plan
- ▶ Use acronyms
- ▶ big chunks rather than detail
- ▶ Record reactions from stakeholders
- ▶ How much I don't know
- ▶ Create a feedback loop so you can deal with change within the change
- ▶ Bring people together and create safety for disclosure and feedback to keep morale alive
- ▶ WIFM
- ▶ Go below the line not just above ie don't just look at systems, structure but artefacts symbols, values and behaviours

WHAT DID WE LEARN?