

The c3Dr framework – Case Study 1.

Background

This large – and complex – organisation had a similarly large and complex approach to managing change.

The approach was documented in a c200 page written-by-committee manual, supported by many, many documentation templates. The manual was out of date, the templates were inconsistent with each other, in format, terminology and process. No-one had been briefed on the process for years. Few people attempted to follow the process, unless they asked the PMO for guidance. The PMO would then send the 200 page manual and the templates. Not many people asked a second time.

The Problem

Everyone realised that the change management approach wasn't working effectively. No-one really knew what initiatives were being undertaken, what was being spent, what was being achieved. Local management made local decisions, using local resources to make change happen. Wheels were re-invented, successes had to be kept quiet – and failures were kept even quieter.

The PMO sought ever more headcount so that it could try to identify the off-radar projects, and an IT "solution" to be able to track all change activity. The PMO also wanted more strict governance processes, approval stages and documentation requirements.

All of which encouraged more people to avoid the PMO and the problem grew bigger still.

The c3Dr Solution

The brief was to redesign the change process, to simplify it and make it both manageable and effective, whilst also reducing the cost of its administration and encouraging its adoption.

Within 2 weeks, the root cause of the current situation had been identified, through talking to members of the PMO team ("no-one follows the process"), members of the various change teams ("there's no process to follow"), and various management teams ("we just do our own thing").

A few weeks later, and some basic principles were agreed with the key stakeholders. Any new process should be easy to understand and easy to follow, simple to conform to, and fast to complete. There must also be clear benefit in adopting the new process. Lots of carrot, little stick.

A few weeks more, and the 200 page committee-speak manual had been replaced with an adaptation of the c3Dr framework, made specific to the client and its terminology, fitted to its wider governance structures and authorities. Local change champions were appointed to drive its adoption and a change community established to further evolve the new process. The PMO was re-focused to work with change initiators to guide new initiatives through a rapid review and approvals process. The proposed new IT "solution" was jettisoned and replaced with standard desktop tools.

The Outcome

Well inside 6 months, the core c3Dr framework had been implemented across the organisation, accepted and adopted by all stakeholders. The role of the former PMO had been re-defined, making it a value-adding team that enabled change. The change portfolio was clearly defined with specific entry criteria, aligned to business priorities. C3Dr had become the language of change.