

## The c3Dr framework – Case Study 2.

### Background

This organisation had a track record of delivering change. Unfortunately, it wasn't a good record. The organisation had a change governance process. Unfortunately, it wasn't particularly effective.

### The Problem

The problem – problems – will be recognisable to many different organisations.

Whilst it might be clear that a project is failing, it's often easier to carry on than to intervene and cancel it. Too much has been invested (funds, time, resource, credibility) to call it a failure just because budgets are exceeded, implementation dates missed and benefits are disappearing. The exercise becomes one of avoiding accountability rather than fixing the root cause of the problem. History is rewritten, poor judgement and bad decisions are excused, and the credibility (morale and professionalism) of the change function is undermined. Failure becomes the expected outcome.

### The c3Dr Solution

The root cause of the problem in this case was cultural.

A strong process, defined, published and transparent, to which deviations require explicit authorisation, can be used to change culture – if there is a determination to effect the change.

There were two particularly relevant aspects of the c3Dr process that helped remediate this situation.

A Change Sponsor is arguably the most important role in any change initiative.

A Sponsor must own the project from start to finish (changing Sponsors mid-term is about the most dangerous change that can be made to any change initiative) and – crucially – the Sponsor always bears accountability for ultimate delivery.

C3Dr includes a clear definition of the responsibilities of key roles, including that of the Sponsor.

Some change methodologies use documentation as a means of collecting as much data as possible (as distinct from capturing information) which is largely irrelevant but which must be provided to tick the box. Filling in the templates is a process, but it's not effective if the content collected is useless.

C3Dr includes a structure of interlinked documentation, relevant throughout the project rather than being required merely to jump a governance gate. Analysis and understanding of the information provided will help the CMO distinguish the destined-to-fail from the set-up-to-succeed, and apply the relevant process to each.

### The Outcome

This was not an easy implementation. Whilst no-one disagreed with the principles and processes in c3Dr, or that applying them would bring significant benefit to the organisation's change portfolio, it required a brave "someone" to champion the new approach and break the culture of failure.

Start small, demonstrate that the process works and that change can be delivered successfully. Let others see that projects can deliver benefits, and let them pull the new process into their projects.

Once a critical mass of acceptance is achieved and the credibility of c3Dr is established, it can be pushed into all other change initiatives, via a reformed CMO.