

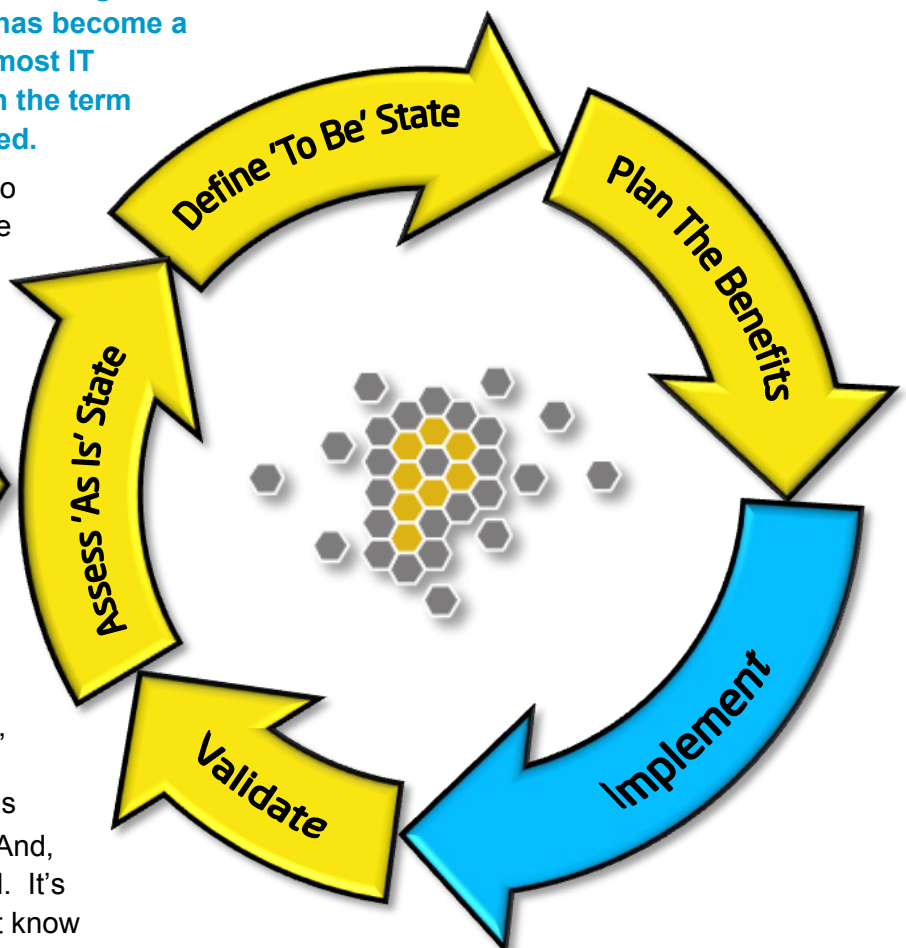
## Making A Habit Of Change

Traditionally organisations have tended to avoid business change. They've seen it as necessarily difficult, expensive and disruptive. Consequently change is usually something that's been thrust upon them, either by irresistible external legislation or commercial pressures, or perhaps through a transformation of ownership and management. And yet we're constantly told that in today's volatile environment businesses must embrace change. The promise of improved business agility has become a mantra underpinning the offerings of most IT product and service vendors, although the term seems seldom, if ever, seriously defined.

At Procertis we agree that the capability to implement effective change, on both large and small scales, is increasingly vital to survival. We also agree that agility is important, but not only for its own



sake. Agility is not a benefit in itself, but an enabler of benefits realisation. It confers the ability to change what you do, quickly and at minimum cost, but to be useful it must become part of "business as usual" operations, not a one-hit-wonder. And, just as important, it must be goal-directed. It's no use knowing how to travel, if you don't know where you're going, or why.



*The Procertis Change Cycle*

## The Procertis Change Cycle

Originally developed to support the use of our Enterprise products AssessiT® and BizMaps®, the Procertis Change Cycle provides a robust and repeatable methodology for driving change and ensuring it becomes an integral part of what you do. The AssessiT® and BizMaps® products incorporate measurement models through which you define fully justified and measurable IT/business change programmes. The Procertis Change Cycle provides the means by which these tools can be applied time and again to support and





develop an ongoing change culture. The Procertis Change Cycle is simple, has a familiar form and need not replace any of the current change processes, development methodologies or measurement tools already in place within your organisation; it's designed to wrap around them to provide you with a further level of control. However, when combined with our Enterprise products AssessiT<sup>®</sup> and BizMaps<sup>®</sup>, it unwinds into a continuous stream of controlled change programmes that demonstrably deliver to the strategic goals of the business.

## How Does It Work?

The Procertis Change Cycle incorporates a series of sequential steps:

### 1 Configuration:

*The Configuration step is all about defining and creating the measurement model that will be used to drive change, and setting the scope of the core business processes and IT services that will be subjected to measurement.*

*For most situations you can use AssessiT<sup>®</sup>, BizMaps<sup>®</sup> or a combination of the two as your standard measurement models, or we can work with you to define a custom model. Alternatively you can use other native models where appropriate.*

*The Configuration step is a once-only activity. Once the model and scope are set, the subsequent steps are iterative. However from time to time it may be necessary to refine the model and scope as your business strategy evolves. At such times the Configuration step can be quickly and easily repeated to improve alignment.*

### 2 Assess As Is State:

*This step uses the measurement model defined in Step 1 to assess the current status of your organisation in terms of its business process and/or IT service delivery capabilities. Data are collected by means of a programme of in depth interviews with nominated knowledge holders representing both technical and business/management functions. The interviews are structured and driven by the measurement model. The data are analysed by AssessiT<sup>®</sup>/BizMaps<sup>®</sup> analysis engines and results presented in graphical form.*

*The output from this step can be used to define a programme of prioritised tactical changes for short term improvement. For the longer term, the analysis is used as a baseline against which to assess the progress of your strategic change programme.*

### 3 Define To Be State:

*This step is designed to facilitate the articulation of the strategic business vision, expressed in terms of business process and IT service delivery capabilities. The model defined in Step 1 is again used to drive data collection, which is now biased towards the view from the Board and Senior Management perspective.*

*The analysed data are again presented graphically to allow direct comparison with the As Is analysis from Step 2. Analysis of the gaps between the two forms the basis of the design of a prioritised strategic business/IT change programme and informs the requirements for third party service provision and selection.*





#### **4 Plan The Benefits:**

*The benefits planning step overlaps significantly with Steps 2 and 3 and uses their output. It is aimed at defining the specific business benefits associated with achieving both tactical changes and the strategic vision. It also mandates the definition of metrics (individual KPIs etc) that will be used to quantify and measure the benefits achieved by change.*

*This is a crucial activity and often proves the most problematic. At Procertis we believe that all activities undertaken within an organisation (including IT) should ultimately be linked to the achievement of defined and measurable business objectives. Without this step the value delivered by change is difficult to measure. In our experience this is why many change programmes flounder and fail.*

#### **5 Implement:**

*During Step 5 the defined change programme is implemented. This may involve external agencies and selection of third party service providers. The measurement model provides the detailed rationale for change, the basis for the design of the change programme and the business and technical requirements that must be met. While it does not attempt to mandate the implementation detail, it functions during this step as an objective means by which progress can be tracked and measured.*

#### **6 Validate:**

*At a designated point the measurement model is used to take a second snapshot of current capability to be compared directly against the defined To Be picture in order to discover how far the implemented changes have delivered the required results and benefits. The model provides a clear and objective measure of progress.*

*At this point the strategic goals can be re-validated and if necessary redefined against the model, providing an opportunity to maintain alignment between the change programme and the changing business environment. In addition the same process can be used to specifically measure the effectiveness of external service provision and re-align service and other contractual arrangements as appropriate.*

### **Tools And Methods For All**

The Procertis Change Cycle, together with our Enterprise products, exemplify our integrated approach to the management of change. When used in concert they ensure that IT performs its true role as both the servant and enabler of the business, and that change is not simply about short term survival, but long term value generation.

At Procertis our aim is to make our products usable, not just theoretical. We believe that consultancy has the potential for commoditisation in the same way that technologies and processes have become increasingly "off the shelf". Our tools and methods are designed to be used not only by ourselves but by third parties, be they other consultancies or end user organisations. We continue to develop new tools as we identify common problems that need a common solution.

#### **About Procertis**

*Procertis is an IT and business strategy consultancy specialising in all aspects of change management. Our approach is to distil knowledge and experience into consultancy tools that remove significant pain from the thinking that you, the decision maker, has to do.*

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