





**BPM and change management**

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**INTRODUCTION**

**About this presentation**

**Objectives**

- To discuss the role of change management in creating an enterprise process-driven organisation
- To discuss practical tactics to use in dealing with employees who have ownership over their processes
- To present an argument as to change management has been tagged as the major factor behind BPM success

**Agenda**

- Business Process Management
- Change Management
- Developing a change management approach
- Conclusion



**About the speaker**




**Services**



- Micheal Axelsen provides consulting services in the business governance of information technology, and the development and implementation of information technology business strategy

**Position and qualifications**

- Director of Applied Insight Pty Ltd
- Chair of CPA Australia Information Technology & Management Centre of Excellence
- Qualifications
  - Bachelor of Commerce (Hons)
  - Masters of Information Systems
  - CPA (Specialist in Information Technology)



**BUSINESS PROCESS MANAGEMENT**

**Overview**



**What BPM is not**

Business Process Management  $\neq$  Strategic Decision Making  $\neq$  Business Process Reengineering

**Five activities of BPM**

Design  
Modelling  
Execution  
Monitoring  
Optimisation

BPM Activities

**CHANGE MANAGEMENT**

**Rationale for change management**

Performance

Time

Introduction of Change

Valley of Despair

Managed Change

Unmanaged Change

**Change management in practice**

Change

Re-freeze

Un-freeze

**Change management**

**Today's business environment**

- Fast paced and dynamic
- No time to freeze a business
- Requires an organic and systemic response

**Requirements**

- An understanding of the organisation
- A comprehensive consideration of the implications of the change.
- A particular concern for the implications of change for the individuals and groups in the organisation
- The need for a plan
- Systematic implementation of the change
- Whole-organisation change
- A problem-solving approach



**DEVELOPING A CHANGE MANAGEMENT APPROACH**



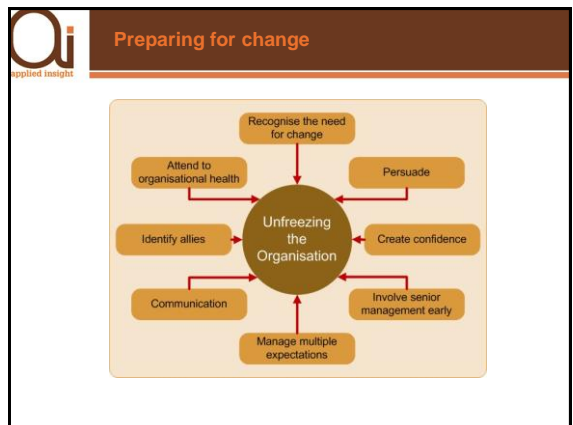
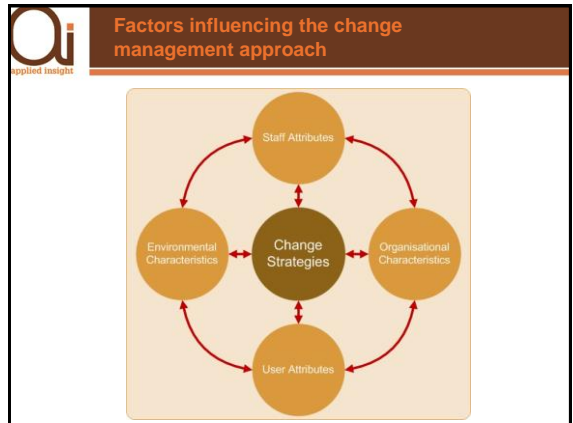
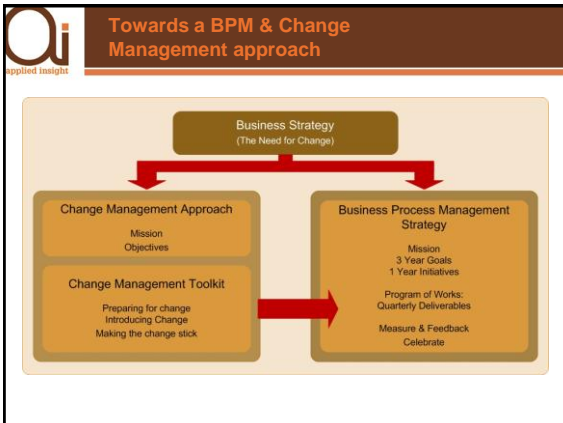
**Principles and tactics**

**Five key principles**

- Different people react differently to change
- Everyone has fundamental needs that have to be met
- Change often involves a loss, & people go through the "loss curve"
- Expectations need to be managed realistically
- Fears have to be dealt with

**Tactics**

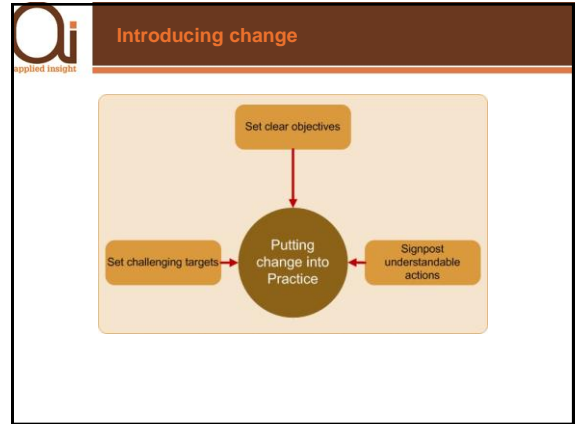
- Preparing for change as a continuous activity for managers & staff
- Genuine involvement in the process
- Communication and participation across internal boundaries
- The removal of undue restrictions on input to strategies and tactics
- The sharing of information
- Prioritising personal development and new skills acquisition



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## Preparing for change: Tactics

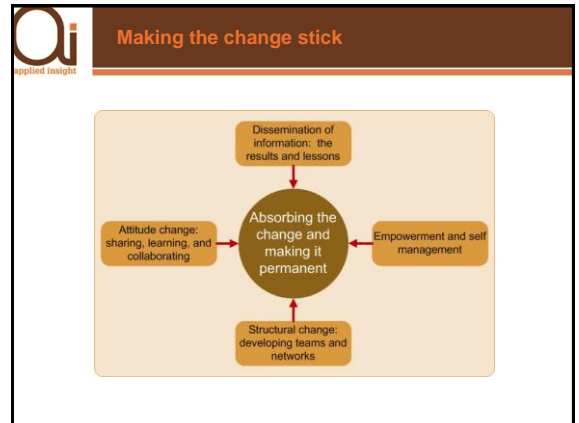
Tactic	Notes
Burning Platform	Expose or create a crisis
Challenge	Inspire them to achieve remarkable things
Command	Just tell them to move!
Evidence	Cold, hard data is difficult to ignore
Destabilising	Shaking people of their comfort
Education	Learn them to change
Management by Objectives (MBO)	Tell people what to do, but not how
Rites of passage	Hold a wake to help let go of the past
Setting goals	Give them a formal objective
Visioning	Done well, visions work to create change
Whole-system planning	Everyone planning together



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## Introducing change: Tactics

Tactic	Notes
Challenge	Inspire them to achieve remarkable things
Coaching	Psychological support for executives.
Command	Tell them what to do.
Education	Teach them, one step at a time
Facilitation	Use a facilitator to guide team meetings.
First steps	Make it easy to get going
Involvement	Give them an important role.
Management by Objectives	Tell people what to do, but not how
Open Space	People talking about what concerns them
Re-education	Train the people you have in new knowledge/skills
Shift-and-sync	Change a bit then pause restabilise
Spill and fill	Incremental movement to a new organisation
Stepwise change	Breaking things down into smaller packages.
Whole-system Planning	Everyone planning together



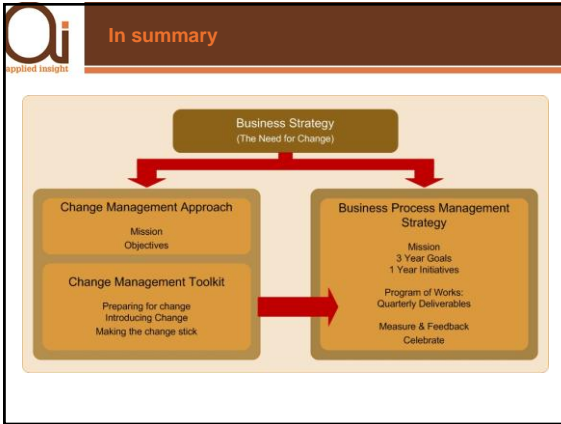
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## Making the change stick: Tactics

Tactic	Notes
Burning bridges	Ensure there is no way back
Evidence stream	Show them time and again that the change is real
Golden handcuffs	Put rewards in their middle-term future
Institutionalisation	Building change into the formal systems and structures
New challenge	Get them looking to the future
Reward alignment	Align rewards with desired behaviours
Rites of passage	Use formal rituals to confirm change
Socialising	Build it into the social fabric

**CONCLUSION**

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## Conclusion

**Fundamental**

- Trust
- Integrity

**Change management approach**

- Ensure that the need for change is strategically driven
- Outline the BPM strategy together with its program of works
- Develop a change management approach, and devise a toolkit to be used with the implementation of the program of works in accordance with three phases:
  - Preparing for change
  - Introducing change
  - Making the change 'stick'
- Select tactics for the change that works for your business

**CONTACT DETAILS**

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