fusion

Change management

CACI

Introduction

One of the toughest elements within any project is change management. People can be averse to change, getting stuck in their ways and not always seeing – or perhaps more pertinently understanding – the benefits of a change of system or process.

At CACI we utilise our FUSION delivery methodology to underpin all project management and delivery. It is designed to create a roadmap towards project success and change management is one of the central tenets.

This document provides an overview of how CACI can support the change management aspect of your project delivery.

Five key aspects of change

Understanding why – it's impossible for people to fully buy into projects and outcomes if they don't fully understand the benefits they will gain

Changing jobs – what impact will the change bring about for people and their roles within your organisation?

Adoption and usage – a project will only truly succeed if people adopt the new system and process into their everyday usage

The people side – how can your organisation support and train staff in adopting and using the new system and process?

Benefits realisation – how will adoption and usage drive improved outcomes for your staff?

The driving factors behind the entire change management process are the people involved. Clearly defined roles within a project greatly assist change management efforts, ultimately underpinning benefits realisation within your organisation at the project's point of implementation.

This is why employee facing roles are so fundamental to change management:

Sponsor

The most important role is that of the project sponsor. They will ultimately authorise changes and be the bastion of change across the project. The sponsor should be highly visible throughout, actively participating in the project, building a coalition of sponsorship with peers and managers and communicating directly with employees throughout the project lifecycle. A good project sponsor will help navigate the choppy waters of change.

People managers

It is crucial that staff have a point of contact within the project, someone to ask questions and raise concerns with. People managers will help staff who will be affected by the project to manage resistance to change. As an advocate of the project and its intended outcomes, this role also helps with coaching staff throughout the project cycle.

Enabling roles within the project will also help to effectively manage change:

Change practitioner

The facilitation of change, with collaboration and a unified approach with the project manager enables change to be implemented more effectively and efficiently. Having a change practitioner in place enables other roles fair oversight of any changes and what they entail, whilst also ensuring structure and intent are in place around the changes.

Project manager

The project manager needs to ensure that any intended changes and their benefits are realised. Staff adoption and usage is at the forefront of this process, so it is vital that they ensure all facets of the team are pulling in the same direction.

Change contributing to project success

All projects, in one way or another, implement change. The embracing of this change, through understanding and a shared vision, is something that CACI's project management team actively helps your team with. This is where FUSION comes in. Through setting clearly defined parameters and defining what success looks like, CACI can work with you to create a clearly defined and transparent change management plan. This will help to engage your team in the process, improving understanding of the project and underpinning benefits realisation. Bringing everyone on the change journey, and actively engaging them with it, offers the best chance of overriding project success.

Active and visible sponsorship within your organisation is fundamental to achieving this. It helps to define and implement the structure of the project and the changes it will bring, assisting with open lines of dialogue throughout the process, with project management, external providers and staff. Getting your team engaged with the project is a core aspect of this crucial function.

How CACI can help

Our specialist project management team works with you from the moment your organisation decides to partner with us. Definition is the ongoing aim of the project and its changes. Define success. Define the impact. Define the approach.

Our team then helps you to plan and act on what your team needs to do to support adoption and usage. We constantly track project performance, helping to identify areas of strength, as well as those of weakness and concern.

We support you through every stage of our FUSION project delivery methodology, but getting the change management aspect just right is vital to ensuring that your project continues to deliver success within your organisation long after implementation is achieved.

Effective change management

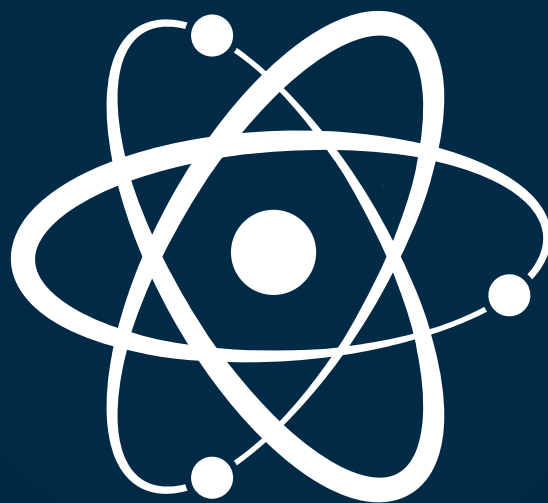Sponsorship is a key driver towards achieving success

Plan for change as early as possible and integrate it into the project plan

Successful change for your organisation requires successful change at an individual level

Effective change is not just training and communications!

caci.co.uk/fusion-methodology

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