

INTELLIGENT CHANGE MANAGEMENT : USING OUTCOME-DRIVEN CHANGE TO ACHIEVE SUCCESSFUL STEP-CHANGES

Mike Pryor, Principal Consultant at Bestoutcome, discusses a powerful, proven change management technique : outcome-driven change.

Introduction

There has never been a greater need to manage change effectively within business, yet Change Management is often seen as a 'black-art' and an unnecessary, complicated overhead.

Many organisations today need to achieve a Step Change in the way they work, moving from the current steady-state to a new vastly improved steady-state, but are uncertain how to achieve it.

This article describes a powerful,

easily-understood technique that is being used in many organisations, large and small, regulated and unregulated, in both the public and the private sectors to help them achieve a successful Step-Change :

- Always focus on the outcomes of the change : what will be different, what new behaviour do we want, who will need to behave differently, how will it feel, why is it better than today, and how will we know we have achieved the outcomes ?

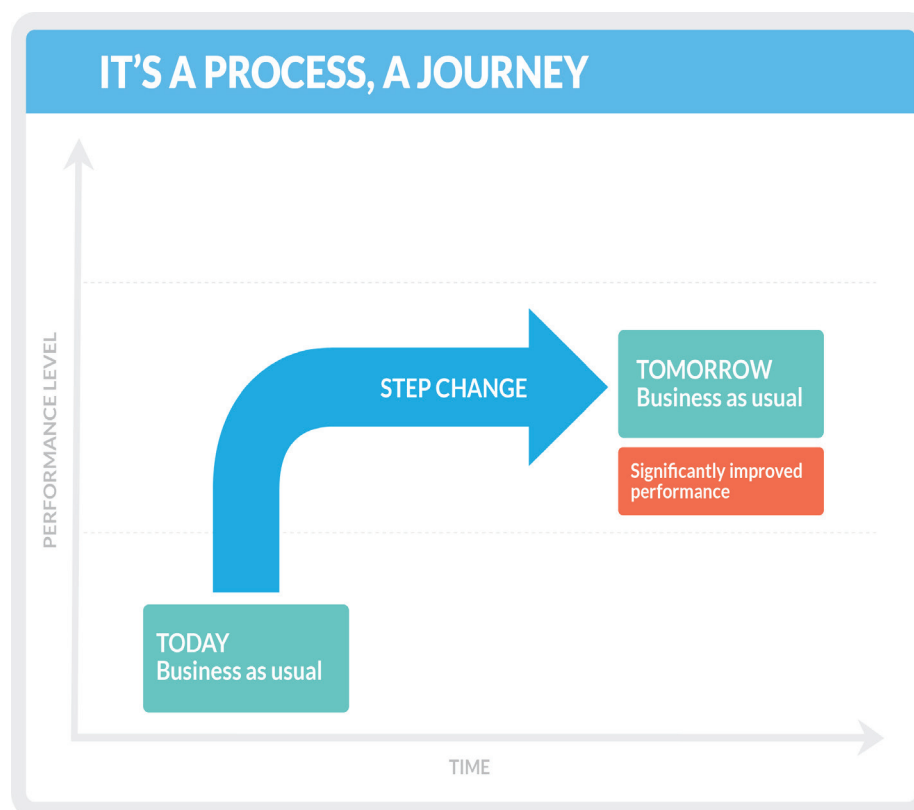


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Business Outcomes

The diagram below illustrates the true value-chain of any change programme :

- Some outputs are created, e.g. new web-based services



- These provide some new capabilities, which people can then start exploiting
- Gradually, a change in business behaviour happens as more and more people exploit the capabilities. This is the true business outcome we are driving towards, the "big picture"

- Because new behaviours have been established we can now draw down the business benefits

Outcome-driven change

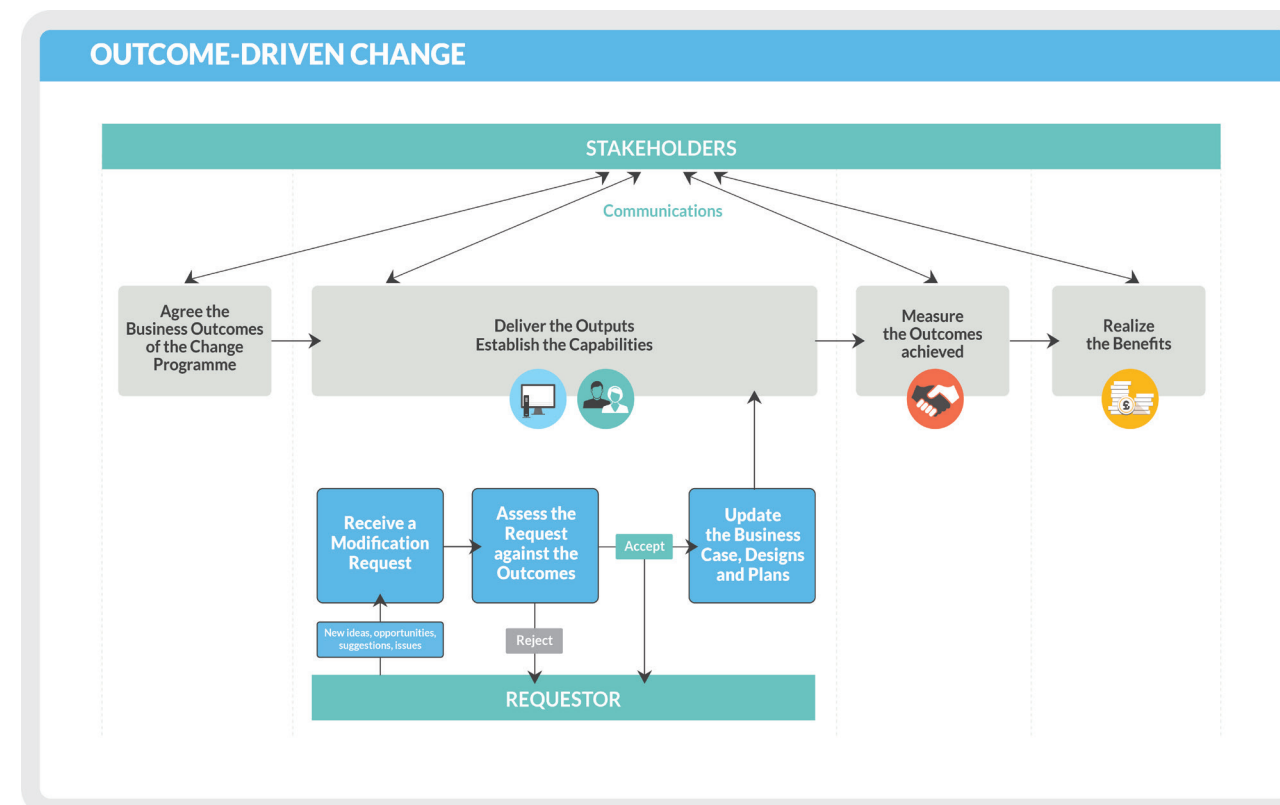
Case Study : East Surrey Clinical Commissioning Group

supported by Bestoutcome's PM3 software, the PMO team were able to bring people on-side by continually focussing on the required outcomes.

Measurements

Within a change programme it is essential

C4CM are a Bestoutcome partner specialising in business change and capability, and developed the Change Management Maturity model. For further information, visit www.c4cm.co.uk.



that the Business Outcomes can be measured, in order to prove they have been achieved.

Organisations also want to know they are getting better at 'doing' change.

This is where a "Maturity Model" is useful, measuring how the organisation manages change and showing progress towards a target, sustainable level of maturity.

Conclusion

The need to manage change isn't going away, so we have to find intelligent ways to do it more effectively. Outcome-driven change is a powerful, proven technique that enables organisations to achieve successful Step-Changes in the way they work.

For further information on intelligent change management, adopting an outcome-driven approach and PM3 contact: info@bestoutcome.com or visit www.bestoutcome.com/products/pm3

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