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Unlike
Before



Strategies and Practices for Change and Transformation

How the PMO Can Play a Pivotal Supporting Role

What you are
going to learn
AND
Why it's
important to
learn it now

- The science behind Change Management
- Recognising change. Antenna always on!
- Plugging change into the PMO and the delivery

The PMO is quickly morphing towards a
change role

Why you should listen to us

- We use strategies and practices for 'doing' change that work
- We believe in change without the complexity
- We believe the PMO is the ideal broker between change and projects

The specific takeaways you'll get

- Tools, Practices and Plans for the broker role
- What you can do now: the right questions, the right roadmap

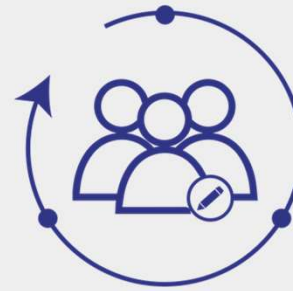
The Problem

- Change: an all-encompassing word to describe impact, practices and transition stages
- Change is often disconnected from projects and focused primarily on the individual's transition
- Change management is rarely 'plugged' into the delivery lifecycle
- Change leadership often lacks credibility

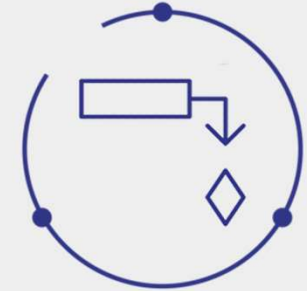
The Solution –
PMO playing a
pivotal
supporting role



1. Tools




2. Practices



3. Plans

The Change Management Network

Project Silver Lining Change Management Network 

HOME | READ ME | INSTRUCTIONS | VERSION CONTROL | SIGN OFFS

Project accountability: R Walton Date: Signed off by:

Functions →	Supply Chain	Procurement	Marketing	Finance	IT	HR	[Etc.]
Markets / Biz Units ↓							
Europe	J Smith			P Rain [FD]	R Bailey		
GB			M Loden	I Clough [FC]		M Bloom	
Ireland			S Bell	J Mall [FC]		V Nogue	
Iberia			[Etc.]	[Etc.]			
Nordics							
Benelux							
DACH							
Italy							
Greece							
Corporate							
North America							
[Etc.]							

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CMN CMN_Shared Services Steering Group Business Acceptance Group Super Users +

Leadership by function and aligned to management structures

Key to change governance

Map the entire impacted org!

Aligned to project governance

The Business Readiness Criteria

Project Silver Lining

Business Readiness Criteria

HOME | READ ME | INSTRUCTIONS | VERSION CONTROL | SIGN OFFS

Region / Markets / Business Units:

Date: Next Gate:

Business Readiness Criteria	Closure Criteria	Target closure phase	Target closure date	BAG Accountable	Showstopper for launch?	Updates
Process flow and RACI to be documented on all key PTP metrics, i.e. 'Parked' invoices, GRNI, PO housekeeping.	A. Documentation exists. B. Documentation is signed off by Business Acceptance Group.	Launch	30-Jun-18	Project team [AP analyst].	Yes	[FV 05-Jan] KMCM to update process flow and RACI and follow up with helpcards. [FV 11-Jan] Raise a risk that workload conflicts are impacting the completion of this work.

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BRC_Phase 3 | Pivot | BRC_Phase 2 | BRC_Phase 1 | +

Business-focussed. Devised by 'business acceptance group'

Objectivity

Accountability

Focus on priorities

Ease of tracking and reporting

Do not reinvent the wheel

Practices – Key Elements

- Governance
- The 'Business Acceptance Group'
- Reporting

Governance Structure



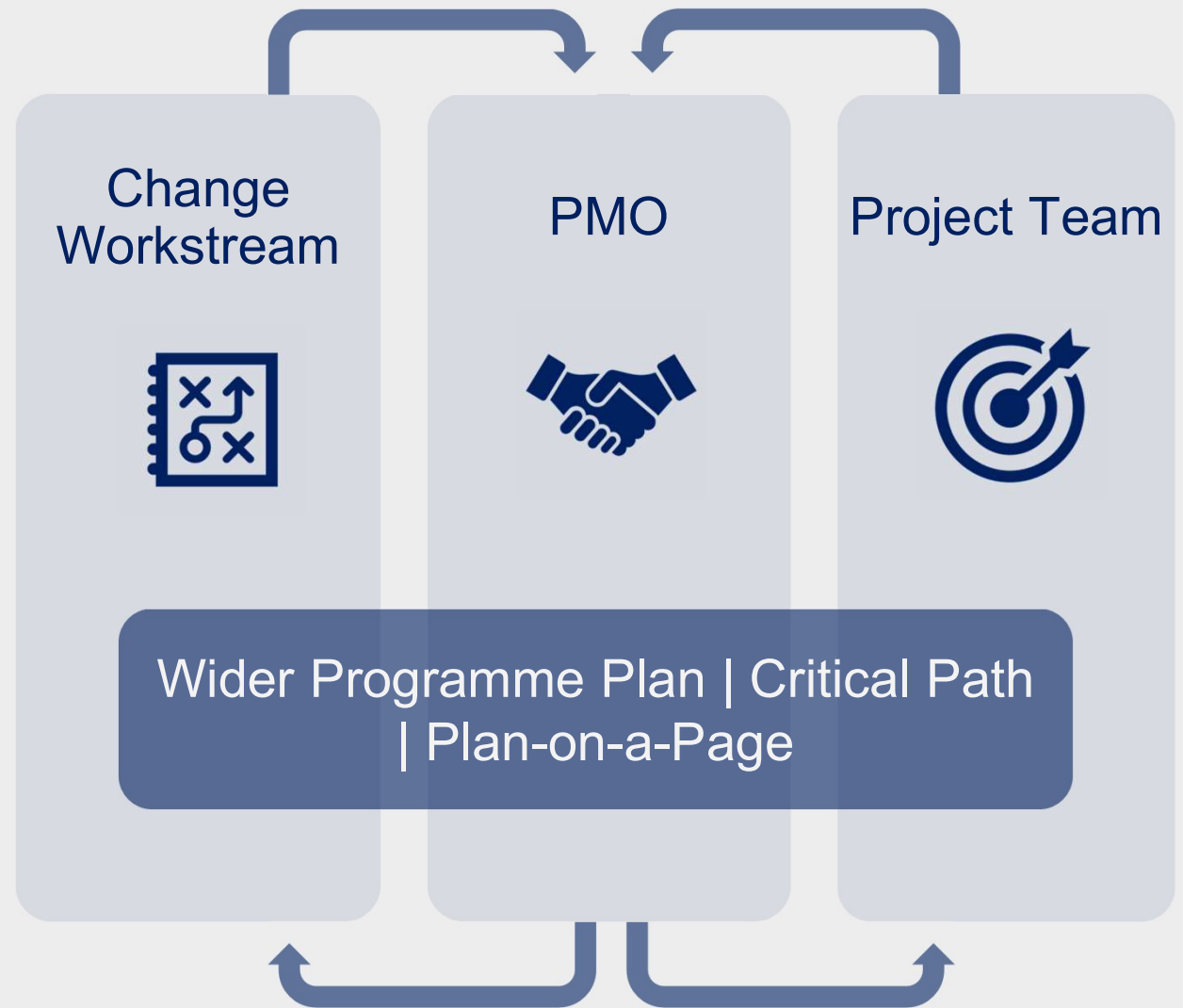
Business Acceptance Group

- Key to success
- Accountability: landing the change and making it stick
- Remains deep in the organisation's learning structure

Reporting

- Aligned to expected outcomes. Not 'what we have done' but 'what we have achieved'
- Providing insightful intelligence of progress and view of the future
- Reporting agreed with the 'business acceptance group'
- Open and honest

Plans



Summary

- Understand the science behind Change Management
- Antenna on and tuned in to recognise change
- Plug change into the PMO's heart, delivery strategy and approach

You can do more. You absolutely cannot do less

What you can do now

- Ask:
 - What are we currently doing to support change?
 - What should we be doing instead to lead the way?
- Draw and implement your own transformation roadmap
- Develop your own and your teams' competencies to support change

Thank you for
participating

Discussion

Change without the complexity



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