

Rod Sowden, founder and Managing Director of Aspire Europe Ltd, the Managing Successful Programmes specialists, shares his perspective on the problems facing organisations who are improving their project and programme management delivery, but still aren't achieving the desired results. Rod is one of the team authoring the new version of MSP¹

Aspire Europe are an APM Group Accredited Consultancy and Training Organisation.

Making Change stick in any organisation is complex.

Organisations come in many different shapes and sizes, structurally and culturally. Some by nature, are mechanistic in approach, others revolve around political power and pivotal roles, there are those that are like living organisms and evolve and change in reaction with their environment and many that are in a state of permanent flux, where constant change and tension drives them forward, or in many cases, around in circles!

"Managing Successful Programmes" tells us to focus on business change outcomes; we need to have a Business Change Manager who will be responsible for delivering the re-structured organisation and realised benefits. However, it is very thin on what processes and tools that this individual might use.

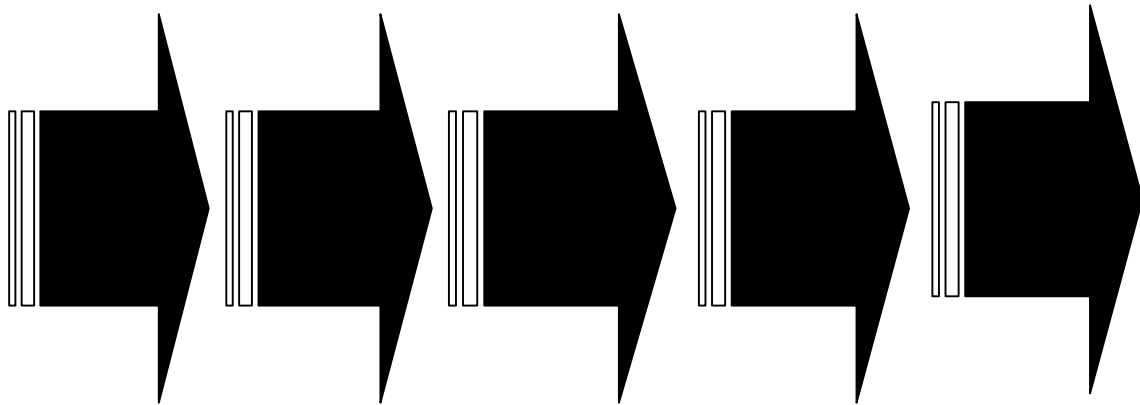
To build a competency base and structure to deliver projects and programmes, organisations will need to build a support structure within their business operations to deliver the changes that the programme business cases have forecast. It must provide leadership, direction and transition management with embedded advocates and allies that are committed to the change agenda within the day-to-day operations teams.

Our experience to date suggests that this can be viewed from 4 perspectives:

1. Availability, volume, mobility and competence of resources supporting the change.
2. Tools and techniques for organising, designing and implementing the changes, or which project management is one.
3. Flexibility of business systems of production and delivery to adapt to new ways of working.
4. Staff enablement, engagement, culture and competence to cope with change.

¹ MSP – Managing Successful Programmes is the Office of Government Commerce Programme Management framework.

If these are the perspectives of change, then as organisations develop it is likely that they will improve. We have developed a 5 stage maturity model against which we can view their improving capability to adapt and adopt new ways of working as follows:



- **Level 1 – Explorer Change:** where there are no rules, paths or experiences so everything has to be learned and discovered.
- **Level 2 – Pathfinder Change:** Leaders spot landmarks, dangerous places are recognised; there are some rules and tools, but still there are high levels of unpredictability and risk.
- **Level 3 – Navigated Change:** Leaders know the paths; have learned where the dead ends are, and the areas of danger. They can predict the main obstacles, and even forecast their arrival time, they are learning how to make changes stick.
- **Level 4 – Mapped Change:** Leaders set direction, managers have learned what is going to happen, they won't get lost and even if they do they have the experience and confidence to find their own way back on course, they even take short cuts.
- **Level 5 – Autopilot Change:** there is competence and capability within the teams to handle new initiatives and make them stick, they innovate and achieve step changes in capability, leaps rather than steps - they are constantly improving and innovating – achieving is a way of life.

As the saying goes, if you always do things the same way, you will always do the same things.