# The University of Manchester
# Strategic Change

## Change Management Handbook v1

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## Document Information

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## Consulted

The following people have been consulted in the completion of this document:

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## Contents

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## 1. The Change Management Handbook – Here to help

This handbook **sets out an approach to business change and improvement to assist all those involved with change activity** whether Business Change Manager, Project Managers, Change Sponsors or simply someone interested in how to make change happen.

It provides **information on the case for change** at the University of Manchester which begins with the strategic vision. This looks to achieve the ambitious goal to become a world-leading university through excellence in research, learning and student experience, and social responsibility. The vision is coupled with continuing pressures, both internal and external, which also require the University to respond to maintain progress towards excellence and its long term financial sustainability.

Having **a standard approach and easy access to information and tools** about delivering change is essential for ensuring good practice, implementing quickly and effectively, and giving those impacted or driving change a consistent experience. The rest of the handbook focuses on providing this standard approach and access to information, tools and templates.

**Summaries of three change methodologies** which are part of our leadership and management programmes are provided in brief:

- **Kotter** – which provides leaders with a map on how to lead through change
- **Bridges** – which is a way to understand the psychology of change and how to shape engagement to address the main stages through a change
- **McKinsey 7S** – which provides a structure through which to check all aspects of an organization as the change is designed, implemented and embedded

While the methodologies provide useful approaches to plan and implement change, the handbook also provides **an overview on roles and responsibilities, and a number of best practice change deliverables** which may be used to capture, communicate or document relevant information during change activity.

The methodologies and deliverables are recommended to be used in change activity as they are recognized best practice. They should be tailored to meet the specific requirements for the proposed change.

The **Programme Management Office provides consultancy and support on tailoring** and general use of the methodologies and templates. Further **training and skills development can be found through Staff Learning and Development**.

**The handbook is best used as a reference guide**, and as it recognized that a large document may be daunting to tackle, it will be used as the basis for an easy to use intranet site for people to refer to as and when they may need the information.

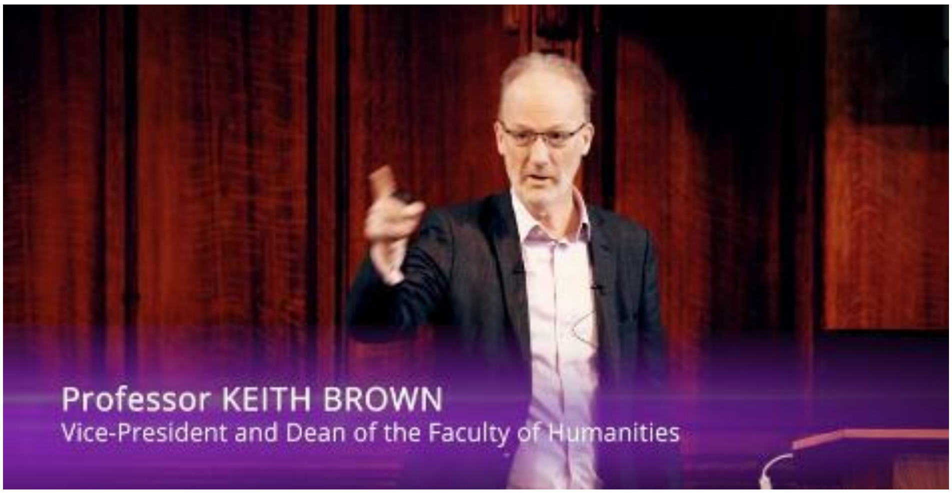
The handbook will be reviewed by the PMO annually and updated to incorporate improvements in best practice and quality.

For further information or to request help, contact the Programme Management Office: UoM-PMO@manchester.ac.uk

## 2. Why do we need to manage change?

The University of Manchester has a **strategic vision**, often referred to as M2020. This states the desire for the University to **become world-leading**, achieving a place within the top 25 in league tables globally, through **excellence in research, learning and student experience, and social responsibility**. The vision coupled with **continuing pressures in the Higher Education sector**, both internal and external, require the University to respond to maintain progress towards excellence and its long term financial sustainability.

Professor Keith Brown, Vice-President and Dean of the Faculty of Humanities explains the context for changes in Higher Education and what they mean for the University in his presentation 'The Case for Change' to the PSS Leaders' Conference held on 1st March 2018.




Key remarks from 'The Case for Change:'

- Increased international competition and league tables are being used more and more in student decision making
- Regulation, social uncertainty and financial pressures are key drivers
- There are opportunities for us if we do the work
- Change should be seen as 'business as usual'

With the need for change within the University having **a standard approach and easy access to information and tools** about delivering change is essential for ensuring good practice, implementing quickly and effectively, and giving those impacted or driving change a consistent experience.

### What is change management - isn't this just project management?

Change management begins with the idea, harnesses the energy of leaders and the organization giving people a positive experience, until the desired outcome is achieved. While a project may be formed to manage the design, impact assessment and implementation of change, the project will typically close before the change is fully realised.

## 3. How do we make change happen

At the heart of all effective change, there are **three equally important and interconnected aspects: leadership, engagement, and the framework.**

**Leadership** sets the direction through the case for change, motivates and overcomes roadblocks to change

**Engagement** creates momentum, understanding and a welcoming environment for change

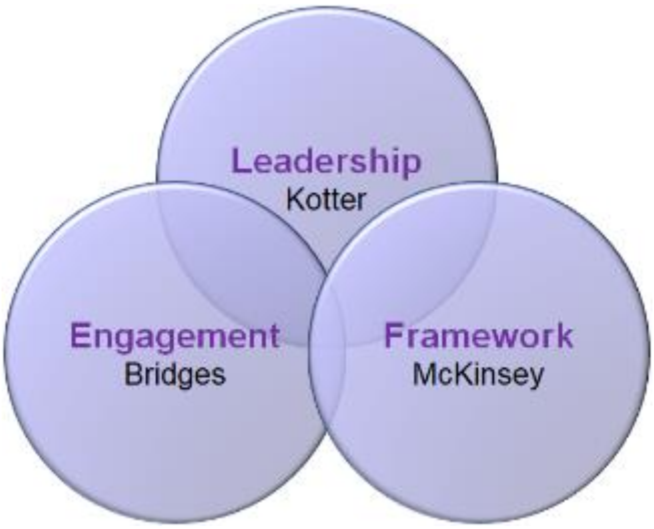
**The Framework** provides a structured approach and the tools to capture information to: assess impact and do gap analysis, engage and communicate about the change, manage the specifics of transition and implementation, and track its progress to the desired outcome

**Each aspect is equally important in change**. If the leadership is not clear about direction, engagement may not be successful; if engagement fails to create momentum then the change may struggle to embed, and; if there is not a structured approach even the most clearly articulated and welcomed change may not be implemented successfully.

*"Change has to be business as usual if we are to meet our future objectives"*
*Professor Keith Brown*

**Best practice provides a consistent and repeatable approach**. Using a proven change methodology allows everyone involved to anticipate next steps and contribute effectively. However, typically methodologies work better for one aspect than other and it may be best to mix and match rather than choose one.

The methodologies chosen by the University provide tried and tested successful change practice. They each bring something different to the table.




*Picture 1: The aspects of change*

**Three change methodologies – isn't this just confusing?**

The key is tailoring.

With small or simple change, it is highly recommended to selectively pick and choose the best from each, scaling to an appropriate level.

With large or complex change, it is more appropriate to consider how each may work to the best advantage of the project without duplication.

Equally **some roles will be more focused on one aspect than another**. For example, as a Change Sponsor, leadership will be a key focus and Kotter provides a useful step by step guide for leading change. The PMO provides help and advice on what methodology to use, which would be useful for each role, and how to tailor to get the best solution for the proposed change.

## 3.1 Leading Change

**Leaders are visionaries** - they inspire their teams and peers, a critical skill when influencing and motivating others to make change happen. Leaders need to **enable others to see the value and benefit**, accelerating the acceptance of change.

While some leadership roles are self-evident (President, Deans, Vice-Deans, Directors, Heads of, Managers), leadership may also come from subject matter experts or from individuals within an organisation simply seeing a problem or an opportunity, and moving to do something about it.

### Why use Kotter's 8 Step Change Process in leading change?

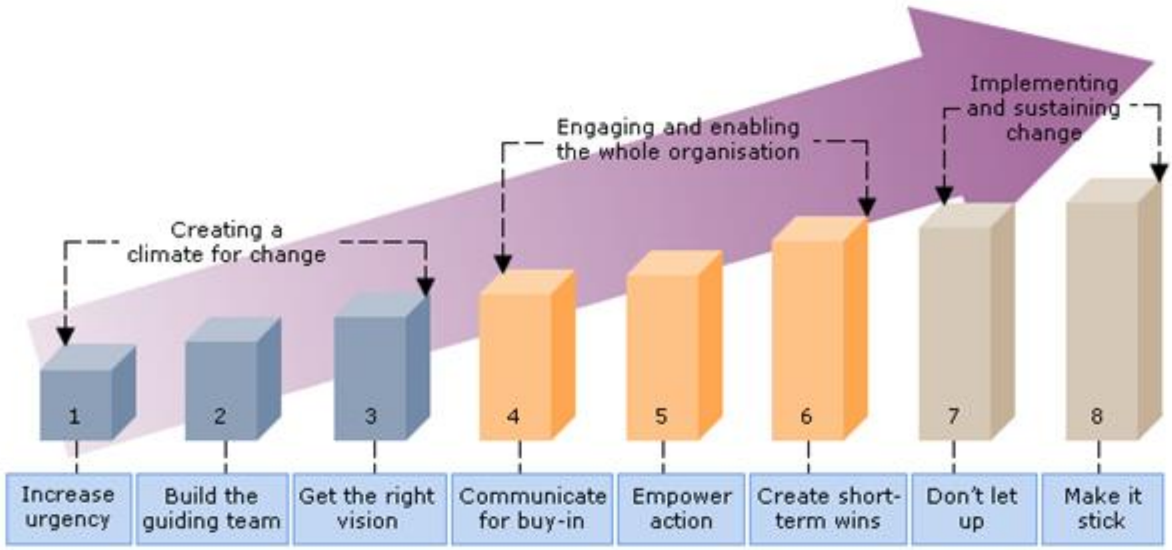
Kotter's 8 Step Change Process provides leaders with a clear way to achieve change.

Professor Emeritus John Kotter of Harvard Business School is a renowned expert in leadership and change. His 8 Step change model is **internationally recognised** and very popular with many organisations, from PepsiCo International to British American Tobacco, adopting it for use.

There are a number of **case studies which explain why and how Kotter helped them achieve success**. Read about Ericsson or a manufacturing company undergoing change.

Kotter's change process focuses on **how to facilitate change** and determine its effectiveness. It does this **by ensuring communication and actions are delivered at the right time to right people**. This **creates the correct environment** for people to buy into the change, which accelerates and increases success rates.

Kotter divides change into three key stages made up in total of 8 critical steps:




*Picture 2: Kotter's 8 Step Change Process*

A leader will need to do each of these steps if they want to realise their vision.

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### How does Kotter's 8 Step Change Process work?

| Kotter's Step | Why | What to do in practice |
|---|---|---|
| **1. Increase urgency** | People need to acknowledge change is needed | Build a case for change describing why the change is needed. |
| **2. Build the guiding team** | What needs to be changed must be defined | Gather together the right people (no matter who they are or their grade) to help create the new vision |
| **3. Get the right vision** | A clear vision helps to focus direction | Create a new vision which answers the case for change and which stands up to challenge |
| **4. Communicate for buy-in** | Momentum for change must be created | Engage with key audiences to excite and motivate them about the change and to get them involved – enlist an army of champions |
| **5. Empower action** | The right skills, tools and systems must be in place to empower people to change | Understand what roadblocks need to be addressed to remove cynicism and tackle any feeling of disempowerment |
| **6. Create short term wins** | Keep and drive further momentum by showing people early benefits | Provide evidence of what could be possible by implementing and celebrating some early wins which can be done easily and quickly |
| **7. Don't let up** | Change can be challenging and perseverance is key | Address any challenges, learn from mistakes, celebrate successes, and continue to implement change and reward people who are driving and championing change |
| **8. Make it stick** | Change needs to be embedded to be fully realised in the long term | Use the tangible results of change to create an institutional culture which welcomes and rewards change |

While Kotter's 8 Step process has changed wording over the years, the principle components remain the same.

## 3.2 Engaging People in Change

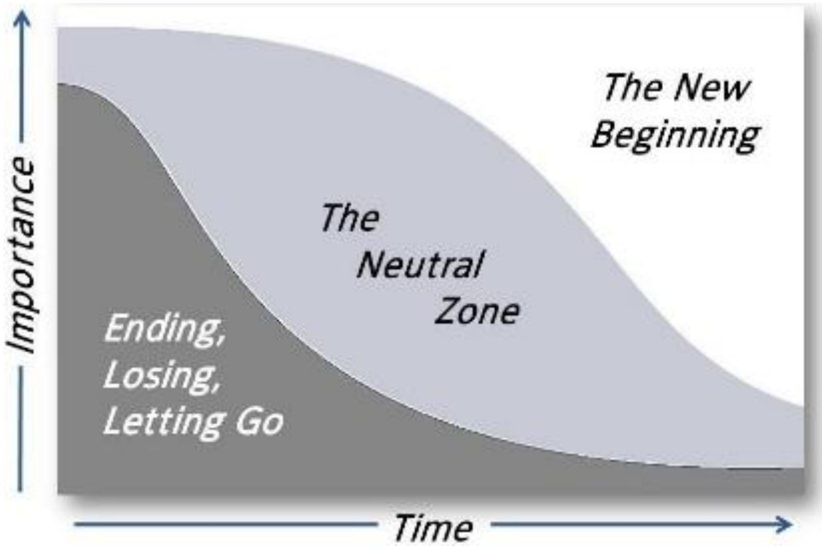
People are shaped by their previous experiences with change. This, and their own individual characteristics, may influence how they respond to change. While change can be enthusiastically welcomed, resistance to change is very likely something every leader will face at some point.

**Engaging people in change through conversation, transparency and involvement in change activity creates a more welcome environment** for change which leads to quicker embedding of change, sustained change and early realisation of benefits.

For leaders understanding how people are feeling about change, and taking appropriate action, can be the difference between success and failure. For those impacted by change understanding why they are feeling the way they do can help them accept change and adapt.

**Why use Bridges' theory in engaging people about change?**
William Bridges was an organisational consultant. He put forward the idea that understanding the transition people went through as they moved through change was key to successful change. As with Kotter, Bridges' transitional model is widely used by organisations internationally. Case studies for Bridges include this article and blog from a project manager in Australia.

*Picture 3: Bridges' Transition Model*




Bridges describes three primary phases of transition.

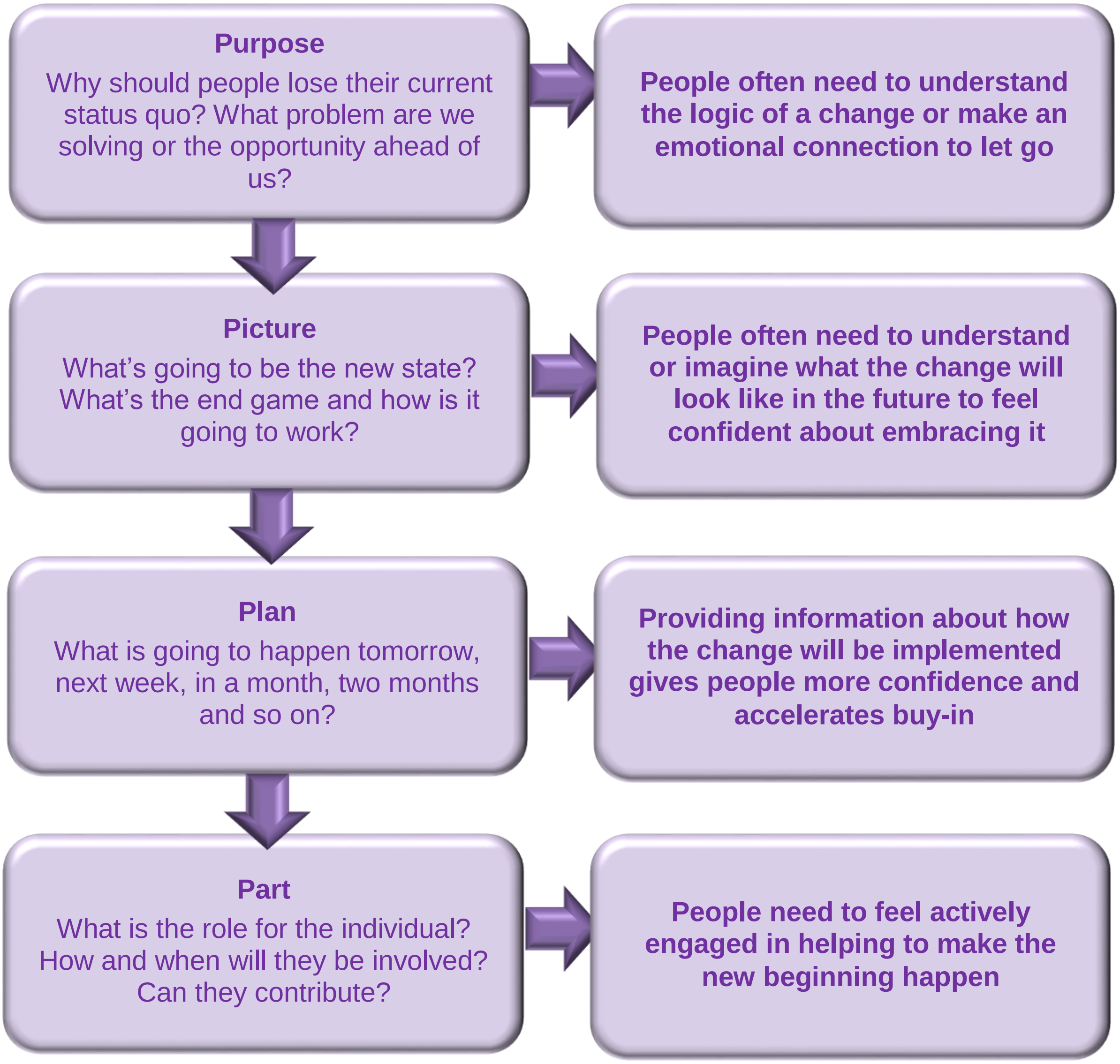
**The first phase is 'ending'** which happens before transition can take place and is the most vulnerable time for people to accept change, although a small proportion may already be focused on the new vision. Engagement strategies need to account for a sense of loss and letting go.

**The second phase is 'the neutral zone,'** where, if engaged properly, acceptance to change will have increased and people generally understand the need for change and its future benefits. Ideas and innovation are most likely to occur at this time as people are open and willing to listen, and will actively want to contribute to the new vision.

The **final phase is 'new beginnings'** where the majority of people have bought into the vision and want the same desired outcome. However, not everyone will be on board despite best efforts and this can be for many reasons which will need to be tackled. Monitoring how people are feeling in the new world will also help to ensure its long term success.

## How does Bridges' Transition Model work?

Bridges' Transition Model is best practiced by considering the 4Ps when leaders are engaging people and considering where they may be in transition to shape the key messages.




*Picture 4: The four Ps*

During the first phase, messages focus on **Purpose** moving swiftly to **Picture** to encourage people to let go and accept there is a need for change. It is important to communicate the high level **Plan** and **Part** to reduce anxiety. Through the second phase, messages typically focus more on **Picture, Plan and Part** as people begin to contribute and want to know more. The need for facts to reduce fear is high. In the final phase, messages reinforce the **Picture** while celebrating the **Part** people played, and tackling those who remain stuck at the beginning of transition.

## 3.3 Delivering Change – A Framework

From the concept of a change to the new reality post change creating success and benefit for an organisation, people can flounder on the deceptively simple question of 'how do I do this?'

**Providing a step-by-step process** for change helps to take that anxiety away and following a best practice model ensures all steps are done, decisions and actions are taken, and the **change is realised more quickly and effectively**.

Where change is simple and small, the same questions should be asked even if the level of documentation or action may be significantly reduced from a change which is large and complex.

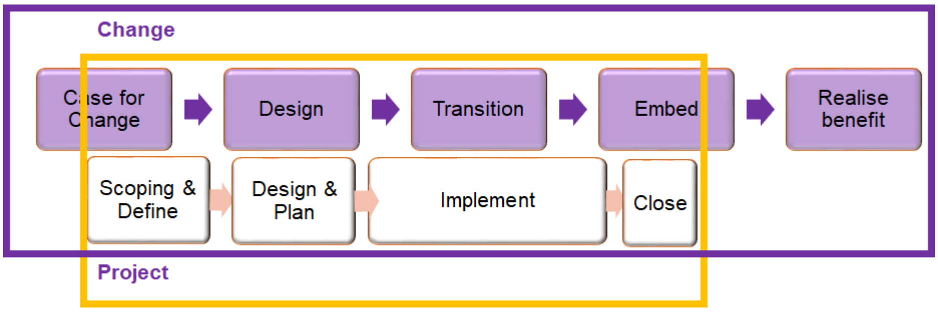
**The Change Lifecycle:** All change follows the same general path from the idea that change is required through to the improvements making an impact.


*Picture 5: Main phases of change*

| Phase | What happens in practice |
|---|---|
| Case for Change | There is an idea, a reason to change whether a problem or an opportunity, which needs to be communicated and understood to generate urgency to change. A project may be proposed to investigate and determine options on a way forward. |
| Design | The future vision needs to be determined, clearly articulated and documented. |
| Transition | The specific actions to implement the vision need to be planned, agreed and performed to create the new reality. |
| Embed | The new reality is monitored to ensure people continue to embrace the new way of working and do not recreate the old state. Any teething issues are tackled. |
| Realise benefit | The new reality begins to create the expected benefits – this may be weeks, months or even years after the reality is implemented. |

**Change and Project Management:** Typically change is delivered through a project. There are a lot of similarities but a project will close before the change lifecycle is finished.

*Picture 6: Change & Projects*



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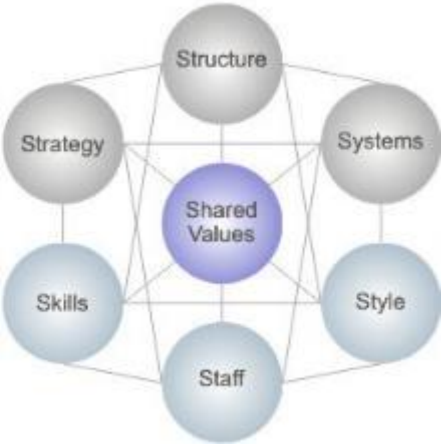
## Why use McKinsey 7S in a change framework?

McKinsey's model is highly advocated because it considers the new desired change (the proposed) against the current state through various categories ensuring a cohesive vision, design and transition as well as a way to monitor embedding and improvements.

It was created by consultants Robert H Waterman Jr. and Tom Peters as a way to analyse organisational change theorising that the best change has each part mutually reinforcing each other, creating a whole which is more than the sum of its parts. McKinsey has been used worldwide in a number of different organisations. Case studies include IKEA and Starbucks.

Diagrams and pictures typically show McKinsey as an interrelated web.




*Picture 7: McKinsey 7S*

The 7S:

Shared values – what is most important and distinctive to the organisation.
Strategy – the vision and plan to achieve it.
Structure – the organisational hierarchy and design
Systems – the processes and technology required to deliver the organisation's products or services
Style – the leadership style adopted by the organisation
Staff – the number of employees in each role within the organisation
Skills – the competency and capability of the employees within the organisation

## How does McKinsey 7S work?

| Phase | Use McKinsey to… |
|---|---|
| Case for Change | Clearly articulate the current state for each element.<br>Identify where the root cause of the problem may be or what parts need to change to exploit an opportunity. |
| Design | Document the current and future states as comprehensively as required (depending on the scale of the change) for each element. |
| Transition | Compare the two states within each element, and create an action plan to address the gap between them. |
| Embed | Monitor each element in the new state and determine if there are any issues which need to be fixed. |
| Realise benefit | Continue to monitor to understand the realisation of the expected outcomes – the benefits |

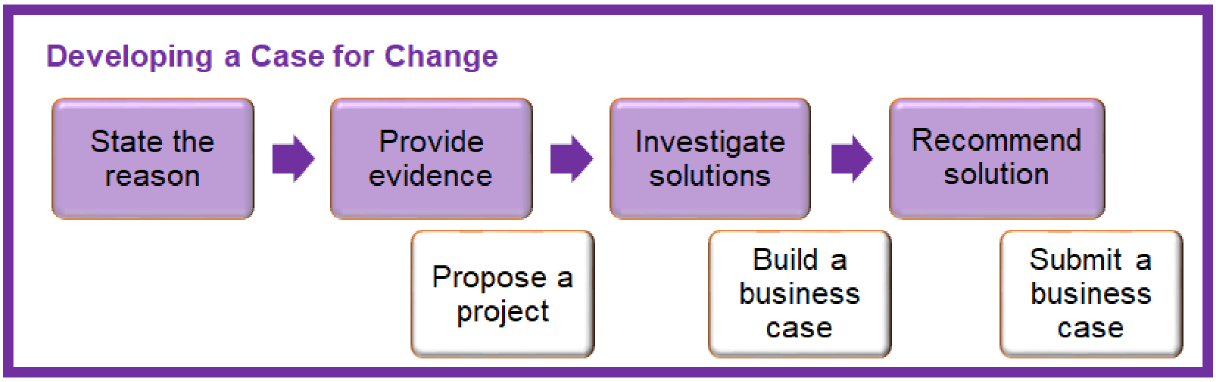
McKinsey ultimately provides a useful checklist to ensure the details of the change are captured, understood and realised.

## 4. The Change Lifecycle in More Detail

### 4.1 A Case for Change

This stage is all acknowledging there is a need for change and creating the new vision.

*Picture 7. A case for change*




#### 4.1.1 State the reason

There has to be an underlying reason why change is needed. This may take the form of an opportunity – something which can be adopted and provide additional benefit to the organisation, or a problem – an issue which needs to be tackled and addressed.

Clear articulation of the opportunity or the problem is key. A Change Brief may be utilised to begin to document the statement.

At this point, a Stakeholder Analysis will also be useful to understand who may be an ally in advocating for change as well as who may not be so enthusiastic which is documented into a Stakeholder Log.

#### 4.1.2 Provide the evidence

In any organisation, evidence will be required to justify the need for change. Evidence may take the form of performance reports, complaints, survey results, market intelligence, and many other internal and external information sources.

How much evidence to gather will differ depending on what change is being proposed. If it is a small change, one or two pieces of compelling evidence may be enough to convince others there is a reason to change. If it is a large and complex change, a substantive amount of evidence may be required to justify the likely investment required to affect a change. The evidence can continue to be documented into the Change Brief.

Having gathered evidence, leaders of change will begin to increase the urgency for change, using the stakeholder analysis to tailor their approaches. They will begin to describe the purpose of the change as they engage with others.

It is also at this point, where a project may be proposed to design and deliver the change.

### 4.1.3 Investigate the solutions

With any opportunity or problem, there are usually many different solutions which could provide a way forward. Different solutions should be investigated.

Leaders of change will build a team of the right people to generate ideas and suggest the solutions. The picture is beginning to form of the future to aide engagement and communication with others.

For small change, it is not recommended to spend a huge amount of time investigating the possibilities – this may eat into any proposed benefits very quickly. Instead, focusing on the most obvious and straightforward solution is efficient and will protect future benefits. If it is a large and complex change, a substantive amount of time may be required to ensure the proposed solutions would address the problem and justify the investment. Sometimes, there is a best practice or known industry solution which may be the obvious answer but evidence would still be required to prove this to leadership.

Bringing together any information which documents or describes the current state may help to determine the suitability of the solutions being investigated.

Documenting the solutions can be done in the Change Brief although it is more likely that a business case will begin to be developed at this stage for large and complex change.

### 4.1.4 Recommend a solution

Assessing the solutions is sometimes referred to as an options appraisal. The assessment criteria need to be agreed and each solution considered against each criteria. This usually produces a preferred option which is then recommended.

It is not unusual in large strategic change for a recommended solution to be challenged and tested by stakeholders before being accepted. In organisational design projects, a consolation where the solution is challenged can be legally mandated depending on the proposed organisational change.

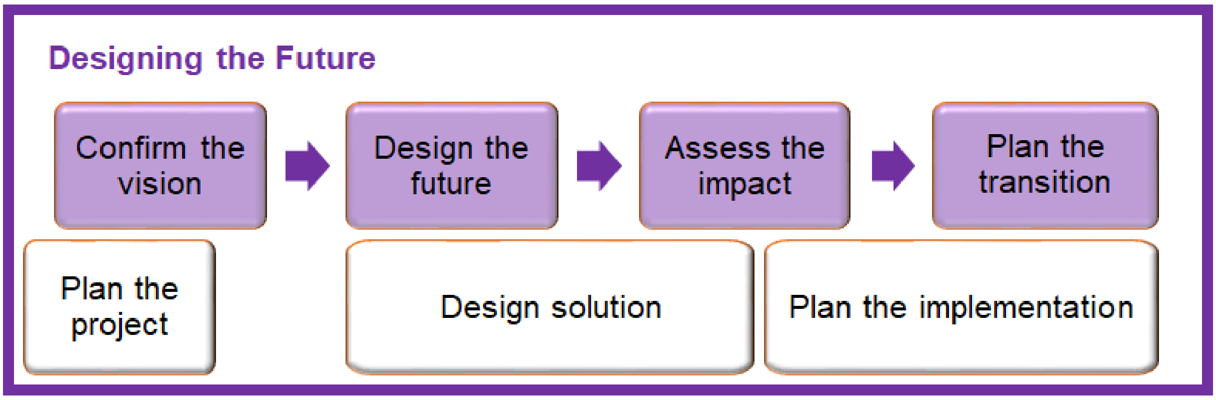
It is essential for the leaders of the change to understand the case for change and be able to clearly articulate the reason for change and why the recommended solution is the best option. They will be able to argue that their vision is the right vision and communicate this effectively for buy-in.

The plan for the project to deliver the change can begin to be documented at this stage at a high level, with the next stage – design – being planned in detail. This helps in engagement and communication to explain what the next steps are, the likely timescales of the delivery may be and the part people can start to play in delivering the change.

## 4.2 Design

This stage designs the new vision in detail ensuring every aspect has been considered.

*Picture 8. Design*




### 4.2.1 Confirm the vision

It is important to ensure everyone is on the same page and has a clear understanding of the new vision before tackling the detailed design.

McKinsey 7S is used as a way to ensure all aspects of a change have been considered:

- Will there be a change to the Shared Values of the organisation?
- What is the strategy and plan for the implementation of the new vision?
- What does the new vision mean for the structure of the organisation? How will it look in the future?
- What does the vision mean for the systems of the organisation – both the processes and the technology which help deliver them?
- Will the new vision require a new leadership style within the organisation?
- What roles will staff be expected to inhabit in the new vision, how many will be required, and who will perform these?
- What skills will be required to deliver and maintain the new vision in the organisation?

Leaders of change will use this stage as an opportunity to empower action, identifying the roadblocks which need to be addressed to remove cynicism about the change. There is an increased understanding of the 4Ps, helping people to begin their transition and let go.

### 4.2.2 Design the future state

This stage focuses on designing the change in detail. Every aspect of the organisation must be either confirmed as not changing, or to understand how it needs to change, and the detailed requirements and design of the solution to meet those requirements agreed. This stage should finish with a set of proposed designs.

McKinsey 7S can provide a checklist to prompt people to consider all the different elements of an organisation when designing a change. For example, if a new process is required, who will perform the process, will a new role need to be created, what skills are required, what does that mean for any supporting technology solution, is it in line with the shared values, strategy and leadership style of the organisation?

Leaders of change will be actively empowering action through this stage, involving people in the design stage, for example. The picture will be much clearer to everyone and can help move more people in the neutral zone as they transition through the change. It may also be possible to identify some easy quick wins which can be delivered alongside or ahead of the main project increasing buy-in and support.

### 4.2.3 Assess the impact

Performing a gap analysis is crucial to understand what needs to happen to move from the current state to the future state. There are a number of ways to do this from workshops which tackle a side by side comparison of 'current' and 'proposed' or doing a 'desktop' exercise with a subject matter expert to confirm the likely impact. Once again, McKinsey 7S provides a useful checklist to determine if all potential impacts have been considered.

The impact is documented into a change impact assessment. This is reviewed with stakeholders and the wider project team to ensure all impacts have been correctly and accurately identified. The Training Needs Analysis (TNA) and Training Approach are completed and agreed.

Leaders of change will continue actively empowering action through this stage by involving people in the impact assessment either in forming it or reviewing it. Once again, more detail is now apparent on the picture and part people will play, and a change impact briefing document can be drafted to help aide engagement and communication to answer specific questions about the change.

### 4.2.4 Plan the transition

In some cases the major action, such as a new software implementation or a campaign to drive a new behaviour, may be obvious. But other transition actions may require more thought.

It is recommended to run a transition workshop with members of the team who can identify all actions required to move from the current state to the future. The workshop may also consider how long these actions will take, who will do them, and how the cutover from the current ways of working to the new ways of working will happen.

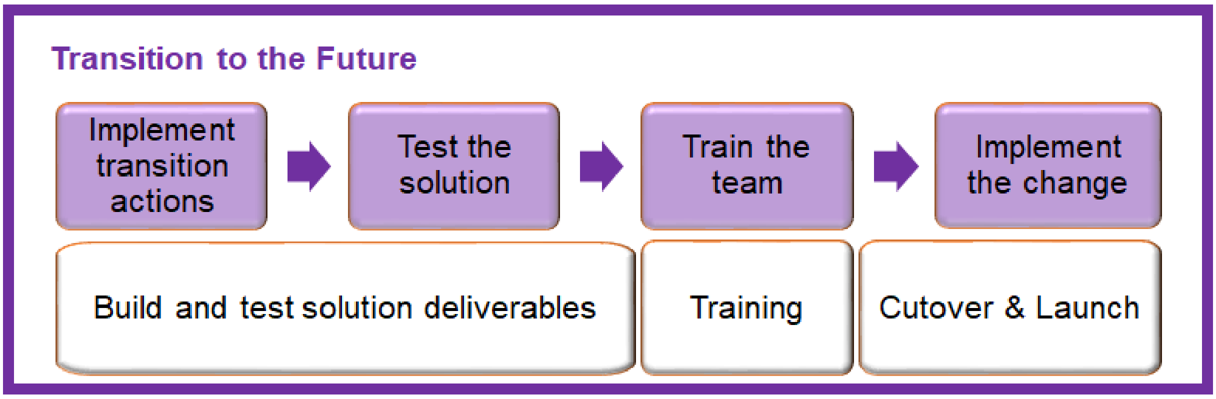
The Training Schedule will be considered and the User Acceptance Test Approach and Plan created.

Leaders of change ensure roadblocks are removed, they provide encouragement and support as transition, especially on a large, complex change can be challenging.  More people begin to understand the picture and part they will play.

### 4.3 Transition

This stage performs all the actions required to move the organisation from the old to the new stage.

*Picture 9. Transition*




#### 4.3.1 Implement transition actions

All the actions necessary are put into motion according to the plan.  All the components of the solution are built; organisational design information is updated, recruitment is done, training is created, policy and procedure documents are updated or created, and new management information is created and/or updated. Preparation for testing will be done with the creation of user acceptance testing scenarios.

Designs may need to be tweaked as problems arise in the formation of the solution, and the impact reassessed, with documentation updated.  Workarounds should be documented and if necessary logged.  The post live support approach and plan will be created considering what needs to be in place to make the change successful at implementation.

Leaders continue to keep people motivated, reemphasising the new vision, the purpose, when there are challenges, and celebrating the success of key milestones.  More people begin to play a part in making the change happen and shift to embracing the new beginning.

### 4.3.2 Test the solution

It is absolutely critical that the solution is tested or rehearsed to ensure it works. In an agile project, building and testing the solution may be done iteratively to enable a quicker resolution and good quality final solution. Functional and integration testing of any application will have been performed prior to the user acceptance testing.

Again, designs may need to be tweaked as issues or concerns are found with the solution, and the impact reassessed, with documentation updated. Workarounds should continue to be documented.

Testing provides another opportunity for people to be involved, change champions are good to involve in this stage as they will then have spent time with the solution prior to the implementation.

### 4.3.3 Train the team

People do need to understand what their role is in the new vision, and how they perform their role – whether they are dealing with a changed or new process/application.

An appropriate level of training should be performed in line with the agreed approach.

Training will be the first time some people have personal experience of interacting or fully understanding the new solution so it is critical the training reinforces the key messages for the change and creates confidence in the new vision to enable more people to understand their part in the future, and move into supporting the new beginning.

### 4.3.4 Implement the change

The final step in transition is to do the formal implementation of the change – the official day of the launch of the new organisation, or the new processes, or the 'go live' of a system.

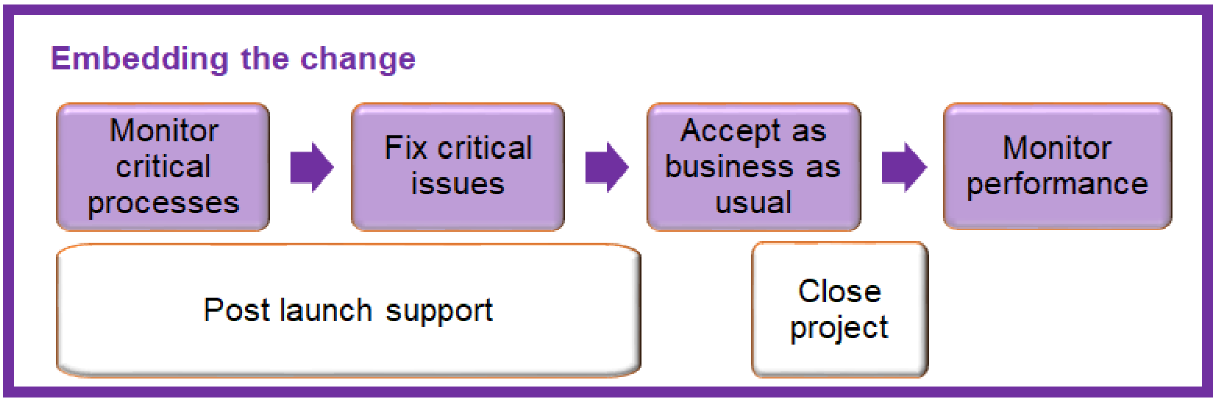
The immediate time prior to launch is sometimes referred to as 'cutover' where the organisation suspends its operations while the old solutions are switched off or archived, and the new solution is switched on and the final touches put into place. Final testing may be done before the change is declared in place.

A launch day can be celebrated with an event, special engagement and communication activity such as articles, digital media, cakes, and so on. Usually the launch communications are tailored to fit the type of change and the scale of the change.

## 4.4 Embed

This stage ensures that the change is embedded successfully.

*Picture 10. Embed*




### 4.4.1 Monitor critical processes

In the immediacy of a change implementation, the organisation needs to monitor its critical processes to ensure that the risks of failure or issues are minimised. For large complex change a business monitoring log may have been created to aide monitoring and ensure all processes are tracked.

Dedicated post launch support will provide additional help to people as they adjust to the new ways of working. They watch for people sliding into previous behaviours or ways of doing things and assess root causes. More training may be required or further tweaks to the design of the solutions.

During this time leaders of change continue to address challenges, celebrating success and rewarding people who are driving and championing the change. At this stage, the majority of people are likely to be on board with the new beginning but others may still need help to make the transition.

### 4.4.2 Fix critical issues

An additional role for post live support will be to fix any critical issue. While every effort is made during a change implementation to prevent critical issues from arising, sometimes things go wrong despite everyone’s best efforts.

Critical issues must be fixed to ensure the problems are resolved and the change can continue to embed smoothly.

Leadership and good engagement is critical at this point to mitigate any negativity which may creep into people’s minds about the new beginning.

### 4.4.3 Accept the change into business-as-usual

With all critical issues handled, the organisation reviews its acceptance criteria and if these have been met, agrees that the change is now the new 'business-as-usual.'

It is at this point that the project associated with the change will begin closedown activities such as lessons learned and handover.  Any non-critical issue may have a handover plan which enables the organisation to continue to fix any remaining snags with the new solution without the project structure and mechanisms to make that happen.

Leaders of change now begin to turn their attention to making it stick, to creating a culture which enables and rewards change.  Engagement and communication plays a role here as success stories are promoted and the achievement of the change celebrated.

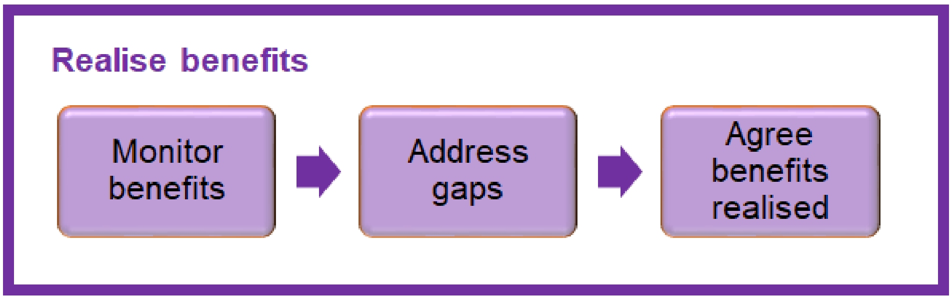
### 4.4.4 Monitor performance

Finally, with the project closed, the organisation can turn its attention to performing.  Leaders will monitor the performance and keep watch for benefits.

## 4.5 Realise benefits

This final stage looks to ensure the expected outcome of the change, the benefits, are realised.

*Picture 11. Realising benefits*




### 4.5.1 Monitor benefits

The expected outcomes of change are the benefits and the final step monitors to ensure that the realisation of those benefits is on track.  Typically, existing management information is used to do this which is then analysed the findings reported in a benefits realisation report.

Leaders may continue to celebrate success as their benefits are shown to be trending in the right direction or they may face the challenge of a slow benefits realisation.

### 4.5.2 Address any gaps

If the benefits are not on track, a root cause analysis may need to be performed to see what has occurred. Key questions include:

- Has any other change occurred which may have impacted the expected benefit?
- Are the changes properly embedded? Are people performing well in their new roles or in the performance of the processes? Is more training required?
- Is there something not quite right with the solution? Does the process need further change or a technical solution further development? What is the cost of doing these improvements and are the anticipated benefits worth the continued investment?

This is another time when leaders need to ensure they don't give up. Cynicism may be growing among the organisation about the change, mutterings of 'it didn't work and nobody thought it would' be heard. Continued good engagement and communication is required to ensure negativity is addressed and people continue to believe in the vision.

### 4.5.3 Agree the benefit is realised

The final step in a change is to agree that the benefit has been realised or as much of the benefit has been realised as possible – other change projects may have been proposed which will impact the measurement, for example. Any final reporting is made and the change is agreed as complete.

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## 5. Who is involved in managing change?

**Any individual may be involved in managing change** at some point in their professional life, whether the change is a small improvement to the way they work or a larger change activity impacting a wide range of teams, processes and systems.

Below is a short table of **typical roles** within managing change and **what they do** in managing change. If the change is relatively small and simple, one individual may perform multiple roles; in a large or complex change, it is likely that each role would be performed by a single individual.

| Role | What do they do |
|---|---|
| **Change Sponsor** (the Business Sponsor or Project Sponsor) | **Leads the change** – they set the direction, create momentum and are accountable for the implementation and ultimate outcome of the change being realized |
| **Business Lead** or **Business Change Manager** (BCM) | **Manages the activities required to change** on behalf of the Change Sponsor – they are typically responsible for validating the need for change, driving the engagement and communication, investigating options, building a business case, assessing the impact, transitioning the change through implementation, and monitoring the embedding of change and realization of benefits |
| **Project Manager** (PM) | **Manages the project** which will be created to design and implement change – they are typically responsible for defining and tracking the overall project scope and plan, managing risks and issues, controlling project budget, and ensuring engagement and communication plans are delivered |
| **Business Analyst** | **Provides professional expertise in business analysis during change** – specifically they support on gathering and documenting information on current and proposed, and throughout business readiness activities such as UAT, training and post launch support |
| **Engagement and Communication Lead** | **Creates and manages the engagement and communication strategy and plan for the change** on behalf of the Change Sponsor – they are responsible for defining an approach, planning specific engagement and communication activity, creating campaigns and content, assessing the success of engagement and communications |
| **Change Champions** | **Help to create momentum and a welcoming environment for change** through peer discussions and activities within their teams |
| **HR Partner** | **Provides HR advice and support during change** – in organizational change they advise on the potential risks and mitigations |
| **Finance Accountant** | **Provides finance advice and support during change** – specifically they will support the tracking and monitoring of benefits |
| **Legal Expert** | **Provides legal advice and support during change** – specifically they advise on the potential risks and mitigations |

| Role | What do they do |
|---|---|
| **Staff Learning and Development Partner** | **Provides learning and development support and advice during change** – specifically they support in understanding the competency and capability required, the training approaches which may be most suitable, planning, resourcing and delivering training |
| **Subject Matter Experts** (SMEs) | **Provide business or technical advice and support during change** – specifically to ensure the impact of change is understood and to support the design and delivery of the change |
| **Programme Management Office** (PMO) | **Provide advice and support during change** – specifically they advise on change management tools, techniques and templates along with general project management support |

Each role may lead change or make change happen through delivery. Most roles will also play a significant part in engaging people in change.

| Role | Lead Change | Engage people in change | Delivering Change |
|---|---|---|---|
| **Change Sponsor** | Yes | Yes | Yes |
| **Business Lead or BCM** | Yes | Yes | Yes |
| **Project Manager** (PM) | Support | Yes | Yes |
| **Business Analyst** | Support | Yes | Yes |
| **Engagement & Comms Lead** | Support | Yes | Yes |
| **Change Champions** | Support | Yes | Yes |
| **HR Partner** | Support | Yes | Yes |
| **Finance Accountant** | Support | Support | Yes |
| **Legal Expert** | Support | Support | Yes |
| **Staff L&D Partner** | Support | Yes | Yes |
| **Subject Matter Experts** (SMEs) | Support | Support | Yes |
| **PMO** | Support | Yes | Yes |

## 6. Change Deliverables

To summarise, the handbook has introduced the concept of change management, explained the three aspects to managing change (leadership, engagement and a framework) and provided methodologies to help deliver each aspect with confidence.

This final part provides an explanation of the typical outputs or artefacts created during a change which are typically referred to as deliverables. They help to create a good solution, an effective implementation and a successful realisation of benefits.

The ultimate solution and its exact deliverables will depend on the type of change being proposed:

**Organisational design:** This is change associated with the structure, roles and responsibilities, competence and capability of the organisation including values and behaviours. It is people related. Processes and technology may not be impacted heavily by organisational design depending on the scale of the change. If a new business unit is being implemented, for example, then there will be substantial process change and new technologies to support the business unit may be required. There are legal considerations with organisational design and people should always seek advice from HR before embarking on an organisational design change.

**Process change:** This is change associated with the way the organisation delivers its essential services. Typically changes in this area may be regulatory or quality driven in response to an audit. They can also include efficiency and effectiveness changes. Some changes to organisational design or technology may be required when a process changes.

**System implementation:** This is change associated with the technology underpinning the way the business delivers its essential services. New technology applications may bring automatic benefit in streamlined or automated processes and workflow. An existing application may be exploited further with more of its functionality implemented for use. Typically, the main impact to organisational design is for skills and competence, but it can heavily impact on business processes.

### Deliverables and Templates

Each deliverable is explained fully in respect of why it is necessary, how it is used and who typically is accountable and responsible for the delivery of the finalised version within a change. For some deliverables, templates have been created to help people document, plan or analyse quickly and effectively. They provide guidance to assure quality and a consistent approach. Templates are available on request from the PMO.

**Essential guidance:**

The deliverables suggested are highly recommended and deemed best practice for any change project.

However as with the methodologies, tailoring to the scale of the change is required and in many instances the template will provide guidance.

In the description of each deliverable, tips on tailoring are provided based on scale.

**Small** change – change which is contained within a single team or function, process or existing system. Impact is meaningful but affects only a small number of people.

**Medium** change – change which affects more than a single team or function, multiple processes and/or a new or existing system. Impact is widespread but simple to explain, transition and embed.

**Large** change – change which affects multiple functions, multiple processes, and/or new or existing systems. Impact is institutional and complex in nature to explain, transition and embed.

The PMO support the delivery of change across the University of Manchester and are happy to offer additional help and advice.

## 6.1 List of Key Change Deliverables by Phase

The change deliverables are listed according to the phase of change within which they are most likely to be created alongside their relationship to the three aspects.

Templates for many of the change deliverables can be found on the intranet or through request to the Programme Management Office.

| Change Phase | Deliverable Name & Short Description | Leadership Kotter | Engagement Bridges | Delivering McKinsey |
|---|---|---|---|---|
| Case for Change | Change Brief: A document setting out the reasons why change is needed and the benefits to be realised | Required | Required | Required |
| Case for Change (All stages) | Stakeholder Log: A document included a plan identifying all stakeholders, their position and required engagement | Required | Required | Required |
| Case for Change (All stages) | Engagement Strategy and Approach: A document detailing the approach to engagement | Required | Required | Required |
| Case for Change (All stages) | Engagement & Communications Plan: A working document through the life of the change detailing the planned communications, their current status and their success | Required | Required | Required |
| Case for Change, Design & Transition | Current Organisational Design: A document or documents which illustrate the current hierarchy, roles and responsibilities, competency and capability, and the people assigned | Useful | Useful | Required |
| Case for Change, Design & Transition | Current Business Processes: A set of business process maps describing the current processes and any local policy and procedures | Not essential | Not essential | Required |

| Change Phase | Deliverable Name & Short Description | Leadership Kotter | Engagement Bridges | Delivering McKinsey |
|---|---|---|---|---|
| Case for Change, Design & Transition | Current Management Information: The reports and mechanisms which detail information concerning the performance and status of the organisation | Required | Not essential | Required |
| Case for Change, Design & Transition | Current IT Architecture and Design: Documents capturing the design of the current technology supporting the organisation | Not essential | Not essential | Required |
| Case for Change, Design & Transition | Current Information Governance: Document(s) any current relevant information governance policy, assessments, and the document management system | Not essential | Not essential | Required |
| Design, Transition, Embed & Realise Benefits | Benefits Realisation Log: A working document to track the benefits and dis-benefits of the change (financial and non-financial) | Required | Useful | Required |
| Design, Transition & Embed | Proposed Organisational Design: Documents which illustrate the future hierarchy, roles and responsibilities, competency and capability, and the people assigned | Useful | Useful | Required |
| Design, Transition & Embed | Proposed Business Processes: A set of business process maps describing the future processes, and any supporting local policy and procedure documentation | Not essential | Useful | Required |

| Change Phase | Deliverable Name & Short Description | Leadership Kotter | Engagement Bridges | Delivering McKinsey |
|---|---|---|---|---|
| Design, Transition, Embed & Realise Benefits | Proposed Management Information: The future reports and mechanisms which detail information concerning the performance and status of the organisation | Required | Useful | Required |
| Design, Transition & Embed | Proposed IT Architecture & Design: Documents and technology capturing the design of the future technology solution supporting the organisation | Not essential | Useful | Required |
| Design, Transition & Embed | Proposed Information Governance: Documents capturing the detail of how data and documents are captured, stored, accessed and deleted in the future | Not essential | Useful | Required |
| Design, Transition & Embed | Change Impact Assessment: Document detailing the impact of change by team or by category (e.g. 7S Staff, Strategy, etc.) | Required | Required | Required |
| Design, Transition & Embed | Transition Plan: The detailed plan of actions to move from the current state to the future state | Required | Required | Required |
| Design, Transition & Embed | Training Approach & Training Needs Analysis: Document(s) detailing the analysis of what skills, knowledge or behaviour is required and the approach to providing training | Required | Useful | Required |
| Transition & Embed | People Plan: A confidential document detailing the specific plan for each individual | Required | Required | Required |

| Change Phase | Deliverable Name & Short Description | Leadership Kotter | Engagement Bridges | Delivering McKinsey |
|---|---|---|---|---|
| Transition & Embed | Training Schedule: The detailed training plan detailing when, where and what training will take place | Useful | Required | Required |
| Transition & Embed | User Acceptance Testing: The test of the processes associated with the change | Required | Useful | Required |
| Transition & Embed | Handover Log: A document detailing any temporary or interim way of working to meet a requirement which cannot be fully addressed before the launch of the change | Required | Required | Required |
| Transition & Embed | Post Launch Support Approach: Document detailing the approach and plan to support the change in its early life | Required | Required | Required |
| Embed | Post Launch Monitoring Log: The list of processes to be monitored during the embedding period and status | Required | Required | Required |
| Realise benefits | Benefits Realisation Report: A report providing the status of the benefits realisation | Required | Useful | Required |

## 6.2 Deliverables in Detail

| | | | |
|---|---|---|---|
| **Change Brief** | A document setting out the reasons why change is needed and the benefits to be realised | | |
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | We need to set out a compelling reason to change in order to gain buy-in and commitment to change. | | |
| **What is the content?** | The document sets out the reasons for change. The change brief is a precursor to a Business Case, and will often be used as input.<br><br>It begins with **a clear statement of an opportunity or problem to be addressed**.<br><br>This may be expanded upon in more detail with specific key performance indicator measurements, performance against targets, market information, industry benchmarking, and other existing **information to support the statement**.<br><br>The **potential improvements should be described** and they are typically captured as benefits.<br><br>**Different solutions may be included** with a view of which would be preferred, along with any initial view on **timescales, resources, risks and other dependencies.** | | |
| **Who owns this document?** | Change Sponsor | | |
| **Who typically will write the document?** | Business Change Manager, Business Lead or Project Manager (acting as a BCM) | | |
| **To be created in the change stage…** | Case for Change | **To be used in the project stage…** | All project stages |

**Tips on tailoring**

| **Small Change** | **Medium Change** | **Large Change** |
|---|---|---|
| Change brief can act as business case | Create the change brief to aide initial discussions ahead of completing a business case | Create the change brief to aide initial discussions ahead of completing a business case |

| Stakeholder Log | A spreadsheet identifying all stakeholders, their position and required engagement | | |
|---|---|---|---|
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | We need **to understand our stakeholders** in this change activity: who will have power and influence in determining the outcomes of the proposed change, who will be impacted, and who needs to be aware of the change. We also need **a way to manage key stakeholders** ensuring they are bought in and advocating for the change. Analysing stakeholders should be one of the first activities in any change project. | | |
| **What is the content?** | The document captures the analysis of stakeholders and a meaningful plan to engage the key stakeholders – those with power and influence, and those who will be impacted by the change. It begins with **a list of stakeholder groups** and where appropriate an individual.<br><br>For each group or individual, an analysis of **their importance within the change** is considered, followed by a determination of whether **their position on the change** proposed – are they for, against or neutral?<br><br>For key stakeholders, a plan is devised to **ensure they are bought in and helping to advocate for the change.**<br><br>Stakeholder analysis and planning is also an essential part of any project management. | | |
| **Who owns this document?** | Change Sponsor | | |
| **Who typically will write the document?** | Business Change Manager, Business Lead <u>and</u> Project Manager (acting as a BCM) with input from the Engagement and Communications Lead | | |
| **To be created in the change stage…** | Case for change | **To be used in the project stage…** | Scoping |

**Tips on tailoring**

| Small | Medium | Large |
|---|---|---|
| Create the stakeholder analysis and plan | Create the stakeholder analysis and plan | Create the stakeholder analysis and plan |

| | | | |
|---|---|---|---|
| **Engagement Strategy & Approach** | A document detailing the approach to engagement | | |
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | Engaging people in change is a core aspect of change management. We need to **ensure people feel informed, included and involved** in making the change happen and seeing it succeed – we need to **help transition people** through a change from letting of their status quo to embracing the new world. | | |
| **What is the content?** | The document captures **the objectives of engagement** and **the proposed way to achieve these** outcomes through engagement activities, **tailored** to suit the type of change and the people who will be impacted by change. For example, will the engagement follow a **traditional** approach with roadshows, roundtables, cascaded information via managers, and supporting digital media or a more **innovative** approach such as a digital viral campaign or champion-led teamwork.<br><br>The **narrative of the change and key messages** are defined to underpin the engagement activity and ensure consistency in communications. **The anticipated campaigns** which will form the engagement may be mentioned, alongside any key dates and any known risks.<br><br>**Measuring the success of the engagement** is also outlined in the strategy to ensure engagement is achieving the desired outcomes.<br><br>Both the Change Brief and the Stakeholder Analysis and Plan are key inputs into the Engagement Strategy. | | |
| **Who owns this document?** | Change Sponsor | | |
| **Who typically will write the document?** | Engagement and Communications Lead or Business Lead or Business Change Manager or Project Manager (acting as BCM) | | |
| **To be created in the change stage…** | Case for Change | **To be used in the project stage…** | Define |
| **Tips on tailoring** | | | |

| | | |
|---|---|---|
| **Small** Include in the business case | **Medium** Create an engagement strategy/approach | **Large** Create an engagement strategy/approach |

| | | | |
|---|---|---|---|
| **Engagement & Communications Plan** | A working document through the life of the change detailing the planned communications, their current status and their success | | |
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | We need to understand and manage **the specific communications** which need to be done as part of the change ensures all are **delivered on time**, to a **good quality**, and **can be measured**. | | |
| **What is the content?** | The content details specifically **what** communications are going to happen, **when** they are going to happen, **who will create** and **who will deliver** the communication, **the description of the type of communication** and **the key message**, **the current status**, **how success will be measured** and the **outcome**.<br><br>Once a project is formed, while much of the plan will focus on communications to stakeholders, the internal project communication also needs to be considered and detailed.<br><br>The Change Brief, the Stakeholder Log, and the Engagement Strategy & Approach are all key inputs. | | |
| **Who owns this document?** | Change Sponsor | | |
| **Who typically will write the document?** | Engagement and Communications Lead or Business Lead or Business Change Manager or Project Manager (acting as BCM) | | |
| **To be created in the change stage…** | All stages | **To be used in the project stage…** | All stages |
| **Tips on tailoring** | | | |

| | | |
|---|---|---|
| **Small**<br><br>Create an engagement & communications plan | **Medium**<br><br>Create an engagement & communications plan | **Large**<br><br>Create an engagement & communications plan |

<table>
<tr><td>Current Organisational Design</td><td colspan="3">A document or documents which illustrate the current hierarchy, roles and responsibilities, competency and capability, and the people assigned</td></tr>
<tr><td>Use in…</td><td colspan="3">Delivering change</td></tr>
<tr><td>Why would I create this?</td><td colspan="3">We need a clear picture of the current organisational design of the team or functions involved to assess the likely impact of the change to the design. Ideally, this information should not need to be created but rather gathered together in one place.</td></tr>
<tr><td>What is the content?</td><td colspan="3">Hierarchy: this is the organisation chart – a diagrammatic picture showing the roles and their hierarchical relationship.<br><br>Roles and responsibilities: these should be captured in the existing job descriptions.<br><br>Competency and capability: many organisations will have a competency framework with a matrix of skills, behaviours and knowledge for each role at entry and exit. Where this does not exist, the essential and desired skills and experience included in the job descriptions will suffice. Any existing training material should also be identified.<br><br>People assigned: this information should be requested from HR in a report. The ‘full time equivalent’ (FTE) measure should be obtained along with the actual headcount.<br><br>All information should be validated to ensure it is up to date and accurate ahead of assessment.</td></tr>
<tr><td>Who owns this?</td><td colspan="3">Change Sponsor on behalf of all senior leaders</td></tr>
<tr><td>Who typically will be responsible?</td><td colspan="3">Business Lead or Business Change Manager or Project Manager (acting as BCM) or a Business Analyst with support from HR</td></tr>
<tr><td>To be gathered in the change stage…</td><td>Case for change</td><td>To be used in the project stage…</td><td>Define, Design & Plan, Implementation</td></tr>
</table>

<table>
<tr><td colspan="3">Tips on tailoring</td></tr>
<tr><td>Small<br><br>Gather existing information where it is documented or identify a subject matter expert with the knowledge</td><td>Medium<br><br>Gather information where it is documented and identify a subject matter expert with the knowledge</td><td>Large<br><br>Gather existing information where it is documented and create where it is not with the aide of subject matter experts</td></tr>
</table>

<table>
<tr><td>Current Business Processes</td><td colspan="3">A set of business process maps describing the current processes and any local policy and procedures</td></tr>
<tr><td>Use in…</td><td colspan="3">Delivering change</td></tr>
<tr><td>Why would I create this?</td><td colspan="3">We need a clear picture of how the relevant processes are performed to assess the likely impact of the change to these processes. Ideally, this information should not need to be created but rather gathered together in one place.</td></tr>
<tr><td>What is the content?</td><td colspan="3">Business processes are the activities which are regularly performed every day in the delivery of services or production of a product.<br><br>Business process maps are step by step diagrams which depict how a process is performed, any business rules and key decision points, inputs and outputs, and who performs the step. It is also useful to identify any local policies or procedure documentation associated with the processes.<br><br>All information should be validated to ensure it is up to date and accurate ahead of assessment.<br><br>If a number of processes are unmapped and there is a time constraint, an alternative approach is to just document the proposed and use those as a basis for impact assessment with a subject matter expert describing the difference from the Current.<br><br>Mapping business processes should be done in line with BPMN standards and it is recommended to engage a Business Analyst.</td></tr>
<tr><td>Who owns this?</td><td colspan="3">Change Sponsor on behalf of all business process owners</td></tr>
<tr><td>Who typically will be responsible?</td><td colspan="3">Business Lead or Business Change Manager or Project Manager (acting as BCM) or a Business Analyst</td></tr>
<tr><td>To be gathered in the change stage…</td><td>Case for change</td><td>To be used in the project stage…</td><td>Define, Design & Plan, Implementation</td></tr>
<tr><td colspan="4">Tips on tailoring</td></tr>
</table>

| **Small** | **Medium** | **Large** |
|---|---|---|
| Gather existing information where it is documented or | Gather information where it is documented and map any undocumented processes | Gather information where it is documented and map any undocumented processes |

<table>
<tr><td>identify a subject matter expert with the knowledge</td><td></td><td></td></tr>
</table>

<table>
<tr><td>Current Management Information</td><td colspan="3">The reports and mechanisms which detail information concerning the performance and status of the organisation</td></tr>
<tr><td>Use in…</td><td colspan="3">Delivering change</td></tr>
<tr><td>Why would I create this?</td><td colspan="3">We need a clear picture of the current reporting and key performance indicators (KPIs) to assess the likely impact of the change to the design. Ideally, this information should not need to be created but rather gathered together in one place.</td></tr>
<tr><td>What is the content?</td><td colspan="3">Management Information is a term which encompasses the reports and other mechanisms which enable leaders and managers to determine the performance and status of their team/organisation. It may also be referred to as ‘Business Intelligence.’<br><br>Ideally, the existing strategic vision and plan, operational priorities, budgets (annual and five year), and the latest set of reports will provide a Current position, but it is good if this is supported by any reporting requirements documentation. It is typical to question the source, how and when the reports are actually used. Other mechanisms for reporting such as software ‘dashboards’ which provide lists and graphics on workflow or system driven processes should be documented.<br><br>All information should be validated to ensure it is up to date and accurate ahead of assessment. If there is a time constraint, an alternative approach is to design and document the proposed and use those as a basis for impact assessment with a subject matter expert describing the difference from the current.</td></tr>
<tr><td>Who owns this?</td><td colspan="3">Change Sponsor on behalf of all senior leaders and managers</td></tr>
<tr><td>Who typically will be responsible?</td><td colspan="3">Business Lead or Business Change Manager or Project Manager (acting as BCM) or a Business Analyst with support from a MI Specialist</td></tr>
<tr><td>To be gathered in the change stage…</td><td>Case for change</td><td>To be used in the project stage…</td><td>Define, Design & Plan, Implementation</td></tr>
<tr><td colspan="4">Tips on tailoring</td></tr>
</table>

| | | |
|---|---|---|
| **Small** Gather existing information where documented or a subject matter expert with the knowledge | **Medium** Gather information where it is documented and identify a subject matter expert with the knowledge | **Large** Gather existing information where it is documented / create where it is not with the aide of subject matter experts |

| | | | |
|---|---|---|---|
| **Current IT Architecture & Solution Design** | Documents capturing the design of the current technology supporting the organisation | | |
| **Use in…** | **Delivering change** | | |
| **Why would I create this?** | We need **a clear picture of the current information technology solutions** involved **to assess the likely impact** of the change to the design. Ideally, this information should not need to be created but rather gathered together in one place. | | |
| **What is the content?** | It is likely that the IT Directorate will own or maintain the documents which describe the technology architecture and design. Key documents include:<br>• **Solution Architecture** – a diagram of how the different systems relate to each other<br>• **Solution Designs** – the functionality provided within the technology solution<br>• **Security Matrices** – the security applied to the solution – who can access what functionality or data through the system<br>• **Licence records** – the number of licenses and to whom they've been issued<br>• **Service Level Agreements** – any SLAs either internal or with suppliers of technology solutions<br>• **Upgrade and Patch schedule –** the planned maintenance of the current solutions<br>• **Data Architecture, Map & Dictionary** – the diagram of the data within the solution architecture, how the data flows, any extracts, and the description of each data item | | |
| **Who owns this?** | Change Sponsor on behalf of all senior leaders of the teams or functions involved | | |
| **Who typically will be responsible?** | IT resources | | |
| **To be gathered in the change stage…** | Case for change | **To be used in the project stage…** | Define, Design & Plan, Implementation |

| Tips on tailoring | | |
|---|---|---|
| **Small**<br><br>Establish what is required with the support of IT | **Medium**<br><br>Establish what is required with the support of IT | **Large**<br><br>Establish what is required with the support of IT |

| | | | |
|---|---|---|---|
| **Current Information Governance** | Documents capturing the detail of how data and documents are captured, stored, accessed and deleted | | |
| **Use in…** | **Delivering change** | | |
| **Why would I create this?** | We need **a clear picture of the current information governance to assess the likely impact** of the change to data and document management. Ideally, this information should not need to be created but rather gathered together in one place. | | |
| **What is the content?** | Information governance is a broad term which encompasses **the way we capture information, store it, access and maintain it,** and when it is appropriate, **delete it.**<br><br>It is likely that **the University's Information Governance policy** will be the main source of business rules around retention, archiving and deletion.<br><br>Most teams will have some form of **local document management system** – for example, a set of shared folders, a Sharepoint site or a shared mailbox. Ideally this will be documented into a local procedure.<br><br>All information should be **validated to ensure it is up to date and accurate** ahead of assessment. It is typical for organisations to perform **data cleansing and document archiving and deletion** as a transition activity within a change project. | | |
| **Who owns this?** | Change Sponsor on behalf of all business process owners | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager or Project Manager (acting as BCM) or a Business Analyst with support from IGO | | |
| **To be gathered in the change stage…** | Case for change | **To be used in the project stage…** | Define, Design & Plan, Implementation |
| **Tips on tailoring** | | | |

| Small | Medium | Large |
|---|---|---|
| Gather existing information where it is documented or identify a subject matter expert with the knowledge | Gather information where it is documented and identify a subject matter expert with the knowledge | Gather existing information where it is documented and create where it is not with the aide of subject matter experts |

| **Benefits Realisation Log** | A working document to track the benefits and dis-benefits of the change (financial and non-financial) | | |
|---|---|---|---|
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | We need to monitor **the expected improvements** and **if they are on track to be realised** to assess the success of the change. | | |
| **What is the content?** | Each change has an underlying **reason to happen –** to improve satisfaction in a service or organisation, to increase income or production, to decrease negative events such as complaints, for example.<br><br>These reasons are **desired outcomes** and are **referred to as benefits**. There are typically two types of benefit – **financial and non-financial**. They are characterised as **tangible** – directly linked to the change itself, or **intangible –** where they may contribute to a broader measure but cannot be directly linked.<br><br>A log is created to track **the proposed benefits** of the change, **what type of benefit** it is, **who owns the realisation** of the benefit and **how it will be measured, the baseline measurement and future target, the status of the benefit,** and **the next review date**. Dis-benefits can also be tracked if useful to do so.<br><br>It is recommended that confirming the proposed benefits are still on track to be realised happens at the end of each stage before moving to the next. Change to environment such as performance and regulation, or change of scope and timescales can hugely impact the anticipated benefits and may mean that the reason for change has eroded or been superseded. | | |
| **Who owns this?** | Change Sponsor | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager | | |

| To be created in the change stage… | Design | To be used in the project stage… | All stages from Define onwards |
|---|---|---|---|

| Tips on tailoring | | |
|---|---|---|
| **Small**<br><br>Create a benefits realisation log | **Medium**<br><br>Create a benefits realisation log | **Large**<br><br>Create a benefits realisation log |

| **Proposed Organisational Design** | Documents which illustrate the future hierarchy, roles and responsibilities, competency and capability, and the people assigned | | |
|---|---|---|---|
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | We need **a clear picture of the future organisational design** of the team or functions involved **to assess the likely impact** and **communicate the new world**. | | |
| **What is the content?** | Hierarchy: this is the **future organisation chart** – a diagrammatic picture showing the roles and their hierarchical relationship, with the 'full time equivalent' (FTE) required noted.<br><br>Roles and responsibilities: these should be documented into **new or existing job descriptions**.<br><br>Competency and capability: it useful to create or update **a competency framework** with a matrix of skills, behaviours and knowledge for each role at entry and exit. Where this does not exist, the **essential and desired skills and experience** included in the job descriptions will suffice. Any **new training need** should also be noted.<br><br>**People to be assigned:** this may not be known at the start of a change especially if the organisational structure is changing and a redundancy programme is required. This information is likely to be confidential and needs to be managed securely and with sensitivity. Generally **it is recommended to use a People Plan** to track and monitor assignment during such a change. | | |
| **Who owns this?** | Change Sponsor on behalf of all senior leaders | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager or Project Manager (acting as BCM) or a Business Analyst with support from HR and Legal | | |

| | | | |
|---|---|---|---|
| **To be created in the change stage…** | Design | **To be used in the project stage…** | Design & Plan, Implementation |
| **Tips on tailoring** | | | |
| **Small** Reuse where possible and update existing documentation as a new version | **Medium** Determine what new documentation is required and reuse where possible | **Large** Create a set of new documentation unless there is no expected change to organisational design | |

| | | | |
|---|---|---|---|
| **Proposed Business Processes** | A set of business process maps describing the future processes, and any supporting local policy and procedure documentation | | |
| **Use in…** | **Engaging people in change** | **Delivering change** | |
| **Why would I create this?** | We need **a clear picture of how the processes are performed in the future to assess the likely impact and communicate the new world**. | | |
| **What is the content?** | Business processes are the activities which are regularly performed every day in the delivery of services or production of a product.<br><br>Business process maps are **step by step diagrams** which depict **how** a process is performed, any **business rules** and **key decision points, inputs and outputs**, and **who** performs the step.<br><br>It is also useful to identify any **local policies or procedure** documentation associated with the processes and **which will need to be changed.**<br><br>Mapping business processes should be done in line with **BPMN standards** and it is recommended to engage a Business Analyst.<br><br>Process maps are key inputs into defining business requirements, training needs and management information. | | |
| **Who owns this?** | Change Sponsor on behalf of all business process owners | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager or Project Manager (acting as BCM) or a Business Analyst | | |
| **To be created in the change stage…** | Design | **To be used in the project stage…** | Design & Plan, Implementation |

| Tips on tailoring | | |
|---|---|---|
| **Small**<br><br>Reuse where possible and update existing documentation as a new version | **Medium**<br><br>Determine what new documentation is required and reuse where possible | **Large**<br><br>Create a set of new documentation unless there is no or minimal expected change to the business processes |

<table>
<tr><td>Proposed Management Information</td><td colspan="3">The future reports and mechanisms which detail information concerning the performance and status of the organisation</td></tr>
<tr><td>Use in…</td><td>Leading change</td><td>Engaging people in change</td><td>Delivering change</td></tr>
<tr><td>Why would I create this?</td><td colspan="3">We need a clear picture of the future reporting and key performance indicators (KPIs) to assess the likely impact of the change to the design and communicate the new world.</td></tr>
<tr><td>What is the content?</td><td colspan="3">Management Information is a term which encompasses the reports and other mechanisms which enable leaders and managers to determine the performance and status of their team/organisation. It may also be referred to as ‘Business Intelligence.’<br><br>The proposed strategic vision and plan, operational priorities, and budgets (annual and five year) need to be considered. These will drive Reporting requirements for any new or unchanged KPIs. Additionally, it may be useful in the ‘proposed’ to have ‘Mock’ reports which illustrate how the new reports will look and/or proof of concept technical dashboards or other mechanisms.</td></tr>
<tr><td>Who owns this?</td><td colspan="3">Change Sponsor on behalf of all senior leaders and managers</td></tr>
<tr><td>Who typically will be responsible?</td><td colspan="3">Business Lead or Business Change Manager or Project Manager (acting as BCM) or a Business Analyst with support from a MI Specialist or Developer</td></tr>
<tr><td>To be created in the change stage…</td><td>Design</td><td>To be used in the project stage…</td><td>Design & Plan, Implementation</td></tr>
<tr><td colspan="4">Tips on tailoring</td></tr>
<tr><td>Small<br><br>Reuse where possible and update existing documentation as a new version</td><td colspan="2">Medium<br><br>Determine what new documentation is required and reuse where possible</td><td>Large<br><br>Create a set of new documentation unless there is no expected change to management information</td></tr>
</table>

| | | |
|---|---|---|
| **Proposed IT Architecture & Solution Design** | Documents and technology capturing the design of the future technology solution supporting the organisation | |
| **Use in…** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | We need **a clear picture of the future information technology solutions** involved **to assess the likely impact** and **communicate the new world**. | |
| **What is the content?** | *Note: any new technology solution should be raised with the IT Directorate through the IT Demand Management process. If you are unsure of the process contact the IT PMO.*<br><br>Key documents include:<br>• **Business requirements** – a document containing the business requirements for a technology solution including prioritisation of the requirements and any associated business rules<br>• **Solution Architecture** – a diagram of how the different systems relate to each other in the new world<br>• **Solution Designs** – the functionality provided within the new/updated technology solution<br>• **Requirements Traceability Matrix** – a log of the requirements and their delivery status<br>• **Security Matrices** – the security applied to the new/updated solution – who can access what functionality or data through the system<br>• **Licence records** – any new or updated licenses and to whom they've been issued<br>• **Service Level Agreements** – any new or changed SLAs either internal or with suppliers of technology solutions<br>• **Upgrade and Patch schedule** – the future planned maintenance of the solutions<br>• **Data Architecture, Map & Dictionary** – the diagram of the data within the revised solution architecture, how the data flows, any extracts, and the description of each data item<br><br>Additionally, there may be a Proof of Concept and, of course, the solution itself. | |
| **Who owns this?** | Change Sponsor and the IT Director | |

<table>
<tr><td>Proposed IT Architecture & Solution Design</td><td colspan="3">Documents and technology capturing the design of the future technology solution supporting the organisation</td></tr>
<tr><td>Continued from previous page<br><br>Who typically will be responsible?</td><td colspan="3">Business Lead or Business Change Manager or Project Manager (acting as BCM) or a Business Analyst for requirements.<br><br>IT resources will generally be responsible for the production and delivery of the solution and associated documentation</td></tr>
<tr><td>To be created in the change stage…</td><td>Design</td><td>To be used in the project stage…</td><td>Design & Plan, Implementation</td></tr>
<tr><td colspan="4">Tips on tailoring</td></tr>
</table>

| **Small** | **Medium** | **Large** |
|---|---|---|
| If the change is to an existing solution, the IT subject matter expert for the solution should be identified and the relevant documentation raised for the change | If the change is a functionality implementation through a new or existing system, establish what is required with the support of an IT Project Manager | If the change is a major functionality implementation through a new or existing system, establish what is required with the support of an IT Project Manager |

<table>
<tr><td>Proposed Information Governance</td><td colspan="3">Documents capturing the detail of how data and documents are captured, stored, accessed and deleted in the future</td></tr>
<tr><td>Use in…</td><td colspan="2">Engaging people in change</td><td>Delivering change</td></tr>
<tr><td>Why would I create this?</td><td colspan="3">We need a clear picture of the future information governance to assess the likely impact of the change and to communicate the new world.</td></tr>
<tr><td>What is the content?</td><td colspan="3">Information governance is a broad term which encompasses the way we capture information, store it, access and maintain it, and when it is appropriate, delete it.<br><br>It is likely that the University's Information Governance policy will be the main source of business rules around retention, archiving and deletion of any new solution.<br><br>The future local document management system and usage – for example, a set of shared folders, a Sharepoint site or a shared mailbox – should be documented to inform what needs to be implemented.</td></tr>
<tr><td>Who owns this?</td><td colspan="3">Change Sponsor on behalf of all senior leaders</td></tr>
<tr><td>Who typically will be responsible?</td><td colspan="3">Business Lead or Business Change Manager or Project Manager (acting as BCM) or a Business Analyst with support from the IGO and any IT resources required</td></tr>
<tr><td>To be created in the change stage…</td><td>Design</td><td>To be used in the project stage…</td><td>Design & Plan, Implementation</td></tr>
</table>

| **Tips on tailoring** | | |
|---|---|---|
| **Small**<br><br>Reuse where possible and update existing documentation as a new version | **Medium**<br><br>Determine what new documentation is required and reuse where possible | **Large**<br><br>Create a set of new documentation unless there is no or minimal expected change to information governance |

| | | | |
|---|---|---|---|
| **Change Impact Assessment** | Document detailing the impact of change by team or by category (e.g. 7S Staff, Strategy, etc.) | | |
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | We need to have **clarity on what will be different to identify all the transition actions needed** to move from the current situation to the new world. | | |
| **What is the content?** | A detailed change impact assessment contains **the description of the change**, **the impact of the change across the McKinsey 7S categories,** and **an assessment of the scale of the change**.<br><br>The change impact assessment is also typically referred to as a **Gap Analysis**.<br><br>Current and Proposed documentation are all used as inputs into the change impact assessment.<br><br>It is useful input into training needs analysis, engagement and communication, and any material which will need to be updated or created to support the change. | | |
| **Who owns this?** | Change Sponsor | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager or Project Manager (acting as BCM) or Business Analyst | | |
| **To be created in the change stage…** | Design | **To be used in the project stage…** | Design & Plan, Implementation |

| **Tips on tailoring** | | |
|---|---|---|
| **Small**<br><br>Create a change impact assessment | **Medium**<br><br>Create a change impact assessment | **Large**<br><br>Create a change impact assessment |

| | | | |
|---|---|---|---|
| **Training Approach & Training Needs Analysis** | Document(s) detailing the analysis of what skills, knowledge or behaviour is required and the approach to providing training or knowledge transfer | | |
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | For change to be successful, people need to **know and understand what they are responsible for and how to successfully perform the processes** (whether on a new or existing system), they need to in their role. We need **to identify the skills, knowledge and behaviours required** in the new world, **assess the gap to current** skills, behaviours and **define a way to train people or provide knowledge transfer.** | | |
| **What is the content?** | **A Training Needs Analysis (TNA)** provides a **detailed gap analysis of the competency and capability** within the existing organisation and the required competency and capability required after the change. It will assess **skills, knowledge and behaviours**. Best practice training methodology will define what is required at the beginning but also what is required for continuous professional development (CPD). The TNA provides the foundation to **defining what training approach will be the most appropriate** to take to ensure the change can be successfully implemented and embedded.<br><br>Best practice training uses a combination of experiential, supportive learning and formal training. The approach details **what is best given the timescales, numbers of people to be trained, any geographic constraints and the focus of the training** (process, technology, behavioural).<br><br>It may also **provide a summary of the training plan, how the success of the training will be measured,** and **any review of the training** to be done post-project, | | |
| **Who owns this?** | Change Sponsor | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager or Project Manager (acting as BCM) with support from a Staff L&D Partner | | |
| **To be created in the change stage…** | Design | **To be used in the project stage…** | Design & Plan, Implementation |
| **Tips on tailoring** | | | |

| | | |
|---|---|---|
| **Small** Capture in the training schedule | **Medium** Create a TNA and Training Approach | **Large** Create a TNA and Training Approach |

<table>
<tr><td>Transition Plan</td><td colspan="3">The detailed plan of actions to move from the current state to the future state</td></tr>
<tr><td>Use in…</td><td>Leading change</td><td>Engaging people in change</td><td>Delivering change</td></tr>
<tr><td>Why would I create this?</td><td colspan="3">We need to all actions are identified, tracked and completed to ensure the change successfully transitions and embeds to deliver the benefits</td></tr>
<tr><td>What is the content?</td><td colspan="3">The document uses McKinsey 7S to identify all actions which are required to transition, their owner, their required completion date and their current status.<br><br>Typically at the end of design, a Transition Planning Workshop will be held with key project team members to create the plan together.<br><br>Projects may incorporate the transition plan actions into the project plan or may keep it separate as a working document for the BCM with only the major milestones captured in the project plan</td></tr>
<tr><td>Who owns this?</td><td colspan="3">Change Sponsor</td></tr>
<tr><td>Who typically will be responsible?</td><td colspan="3">Business Lead or Business Change Manager or Project Manager (acting as BCM)</td></tr>
<tr><td>To be created in the change stage…</td><td>Design</td><td>To be used in the project stage…</td><td>Design & Plan, Implementation, Review & Close</td></tr>
<tr><td colspan="4">Tips on tailoring</td></tr>
<tr><td>Small<br><br>Capture actions in the project plan</td><td colspan="2">Medium<br><br>Capture actions either in the project plan or in the separate template and include only the major milestones in the project plan</td><td>Large<br><br>Create a transition plan and include only the major milestones in the project plan</td></tr>
</table>

<table>
<tr><td>People Plan</td><td colspan="3">A confidential document detailing the specific plan for each individual</td></tr>
<tr><td>Use in…</td><td>Leading change</td><td>Engaging people in change</td><td>Delivering change</td></tr>
<tr><td>Why would I create this?</td><td colspan="3">During organisational design change, we need to understand what is the plan for each individual involved to ensure engagement and communication is accurate, timely and legally compliant</td></tr>
<tr><td>What is the content?</td><td colspan="3">Generally the basis for the plan will be a HR system report detailing all people who fall under the scope of the organisational design change. The details of their contract type, end date if applicable (if a secondment or FTC), FTE equivalency, salary, grade, role, manager and location will all be detailed.<br><br>The report will then be used to document the future state for the individual post any consultation including role, redeployment, upskilling or retraining dates, manager, salary, grade and location, etc.<br><br>Given the nature of this document it is a confidential and has to be secured with a password or kept in a secure location. Its access should be limited to only those who need to know the information in order to progress with critical transition tasks.</td></tr>
<tr><td>Who owns this?</td><td colspan="3">Director of HR</td></tr>
<tr><td>Who typically will be responsible?</td><td colspan="3">HR Partner</td></tr>
<tr><td>To be created in the change stage…</td><td>Design</td><td>To be used in the project stage…</td><td>Design & Plan, Implementation, Review & Close</td></tr>
<tr><td colspan="4">Tips on tailoring</td></tr>
<tr><td>Small<br><br>Create people plan</td><td>Medium<br><br>Create people plan</td><td colspan="2">Large<br><br>Create a people plan</td></tr>
</table>

| **Training Plan** | The detailed training plan detailing when, where and what training will take place | | |
|---|---|---|---|
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | The **training needs to be scheduled to ensure enough people are trained in a timely way** to be able to do their roles on the day the change officially becomes the new norm. | | |
| **What is the content?** | The document captures each phase of training:<br>**Creation:** what **courses, content, lesson plan** and **type** (face to face, webinar, e-learning, knowledge share session, etc.) will be created and by whom.<br><br>**Pilot/Train the Trainer:** when **an initial session will be performed to test the material**, who will attend, who will deliver, and for the material to be finalised and signed off. These sessions are also sometimes used to 'train the trainer' – train others who will then go on to deliver the course.<br><br>**Delivery:** The detail of **every training course, the dates, length, trainer and location or channel (if webinar or e-learning)** and **who is expected to attend what training.** If there is a large training operation to be delivered, it is recommended that **a resilience plan** (additional resources who could step in should the primary trainer be absent) is created.<br><br>Once the Training Approach is agreed, the BCM should plan the training with their Staff L&D Partner. Projects **may incorporate the training schedule into the project plan** or may keep it separate as **a working document for the BCM** with only the major milestones captured in the project plan. | | |
| **Who owns this?** | Change Sponsor | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager or Project Manager (acting as BCM) with support from Staff L&D Partner | | |
| **To be created in the change stage…** | Design | **To be used in the project stage…** | Design & Plan, Implementation, Review & Close |

| **Tips on tailoring** | | |
|---|---|---|
| **Small**<br><br>Create training plan | **Medium**<br><br>Create training plan | **Large**<br><br>Create training plan |

| | | | | |
|---|---|---|---|---|
| **User Acceptance Testing** | The test of the processes associated with the change | | | |
| **Use in** | **Leading change** | **Engaging people in change** | **Delivering change** | |
| **Why would I create this?** | We need to have **confidence that the future state will work** and **testing provides an opportunity to rehearse** the new future state, **identify any defects and address** these before the change is implemented | | | |
| **What is the content?** | User Acceptance Testing (UAT) is the responsibility of the changing organisation. It is about **testing to ensure that the organisation can still perform critical processes** in the future state. It is a term which is often used in software development but it also has equal validity when implementing a new organisational structure or process. The following deliverables are usually created as part of User Acceptance testing:<br>• **UAT Approach and Plan:** the suggested way the future state will be tested prior to being implemented, the timing, how defects will be managed, the acceptance criteria for a successful test, and who will need to be involved<br>• **UAT Test Scenarios:** the typical every day scenarios which should be tested<br>• **UAT Test Report:** the test report showing the number of tests performed, how many were successful and if the acceptance criteria was reached | | | |
| **Who owns this?** | Change Sponsor | | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager or Project Manager (acting as BCM) with support from IT Test Manager for any technology element | | | |
| **To be created in the change stage…** | Transition | **To be used in the project stage…** | Implementation | |
| **Tips on tailoring** | | | | |
| **Small**<br><br>Complete a UAT checklist | **Medium**<br><br>Complete a UAT checklist | **Large**<br><br>Complete a UAT checklist | | |

| | | | |
|---|---|---|---|
| **Handover Log** | A document detailing any temporary or interim way of working to meet a requirement which cannot be fully addressed before the launch of the change | | |
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | We need to understand **how any requirement which cannot be met will be addressed** in the future state to **ensure people know what to do**. The log ensures all workarounds and any actions to address post project are captured and communicated ahead of the change. | | |
| **What is the content?** | A Handover log is a simple document detailing the description of the **business requirement**, **how the requirement is being handled temporarily, who owns the workaround and any link** to further information (process map, procedure documentation, etc.)<br><br>The handover log is input into any training and/or communication material.<br><br>It is expected that the Change Sponsor formally agrees the workarounds and actions prior to the change being implemented. | | |
| **Who owns this?** | Change Sponsor | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager or Project Manager (acting as BCM) with support from a Business Analyst, IT Test Manager for any technology element or other expert | | |
| **To be created in the change stage…** | Transition | **To be used in the project stage…** | Implementation, Review & Close, and post project |

| **Tips on tailoring** | | |
|---|---|---|
| **Small**<br><br>Create a handover log if required | **Medium**<br><br>Create a handover log if required | **Large**<br><br>Create a handover log if required |

| | | | |
|---|---|---|---|
| **Post-Launch Support Approach** | A document detailing the approach to support the change in its early life after implementation | | |
| **Use in…** | **Leading change** | **Engaging people in change** | **Delivering change** |
| **Why would I create this?** | The **embedding of change immediately after its implementation is critical** to the success and realisation of benefits. Providing a heightened level of **support enables issues to be tackled with speed and minimises risk to the organisation** | | |
| **What is the content?** | The document details **how post live support will be managed**, the **activities which will be performed** during post live support, the **timescales, roles and responsibilities** within post live support, **the planned checkpoints** with senior stakeholders, and **the criteria for post live support to be complete.**<br><br>All resources that are required for post live support will need to be agreed with their line management.<br><br>Once the approach is agreed, the BCM should plan the preparation and the post-live stage of implementation with the Project Manager. Projects **may incorporate this directly into the project plan, the transition plan** or may keep it separate as **a working document for the BCM** with only the major milestones captured in the project plan. | | |
| **Who owns this?** | Change Sponsor | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager or Project Manager (acting as BCM) | | |
| **To be created in the change stage…** | Transition | **To be used in the project stage…** | Implementation, Review & Close |

**Tips on tailoring**

| **Small** | **Medium** | **Large** |
|---|---|---|
| A minimal post live support period is likely and should be simply captured during project planning | Create a post live support approach and capture in the project plan or transition plan | Create a post live support approach and capture in the project plan |

| | | | |
|---|---|---|---|
| **Post Launch Monitoring Log** | The list of processes to be monitored during the embedding period and status | | |
| **Use in…** | Leading change | Engaging people in change | Making change happen |
| **Why would I create this?** | The **embedding of change immediately after its implementation is critical** to the success and realisation of benefits. **Monitoring the critical processes for the organisation is key to identify any issues quickly** so they can be resolved. | | |
| **What is the content?** | The document details **the critical processes to be monitored**, **who will be the main contact** for the process, **who will monitor**, **the date expected for the process to run** for the first time post launch, the date it is expected **for the process to complete** for the first time post launch. It should also include **any issues found**, a note of **the solutions which have been found** and the resolution date. | | |
| **Who owns this?** | Change Sponsor | | |
| **Who typically will be responsible?** | Business Lead or Business Change Manager or Project Manager (acting as BCM) with support from a Business Analyst if possible | | |
| **To be created in the change stage…** | Transition for use in Embed | **To be used in the project stage…** | Implementation, and Review & Close |

| **Tips on tailoring** | | |
|---|---|---|
| **Small**<br><br>Any monitoring actions should be captured in the project plan | **Medium**<br><br>Create a monitoring log | **Large**<br><br>Create a monitoring log |

<table>
<tr><td>Benefits Realisation Report</td><td colspan="3">A report providing the status of the benefits realisation</td></tr>
<tr><td>Use in…</td><td>Leading change</td><td>Engaging people in change</td><td>Delivering change</td></tr>
<tr><td>Why would I create this?</td><td colspan="3">We need to see if the change implementation achieved the outcomes it expected to create.</td></tr>
<tr><td>What is the content?</td><td colspan="3">A benefits realisation report provides the current status of the benefits realisation. It details the benefit, the original measure, the target, the actual current measure, any commentary on a gap and actions to address if required.<br><br>The reports may be created sporadically or regularly depending on the nature of the benefits to be tracked and measured.<br><br>A PMO continues to support the BCM or Business Lead in determining the reporting beyond the life of the project.</td></tr>
<tr><td>Who owns this?</td><td colspan="3">Change Sponsor</td></tr>
<tr><td>Who typically will be responsible?</td><td colspan="3">Business Lead or Business Change Manager or Project Manager (acting as BCM) with support from a PMO</td></tr>
<tr><td>To be created in the change stage…</td><td>Embed</td><td>To be used in the project stage…</td><td>Review & Close</td></tr>
</table>

<table>
<tr><td colspan="3">Tips on tailoring</td></tr>
<tr><td>Small<br><br>It is recommended any benefits realisation is included in normal business as usual operating reporting</td><td>Medium<br><br>Create a Benefits Realisation Report</td><td>Large<br><br>Create a Benefits Realisation Report</td></tr>
</table>

**For more information, please contact the Programme Management Office**

**UoM-PMO@manchester.ac.uk**