

# SCHOTTLER -CMD

## Key benefits

### Business benefits

- \*Advanced analytics psychometrics to ensure rigorous business analysis
- \*Business improvement orientation
- \*Links to general business development

### Management benefits

- \*Top key management leverage points for CM
- \*Solid KPIs, KPMs and check-points
- \*Rigorous governance structures

### Builds capacity, not dependence

- \*Improves internal capacity to change
- \*Promotes ownership of methods and outcomes

### Use of advanced psychometrics

- \*Tangible and quantitative measure of the effectiveness of the change
- \*Allows longitudinal change tracking
- \*Reliable and valid measurement methodologies
- \*Quantitative measure of risks of not achieving the change
- \*Change actions supported by empirical analysis

### Sound project management

- \*Comprehensive methodology
- \*Clarity in deliverables
- \*Discrete modules
- \*Experienced consultants

# Schottler Change Management Diagnostic (CMD)

## DIAGNOSTICS

### 1. Project scoping

- Define objectives
- Identify key stakeholders/staff
- Identify project champions/sponsors

### 2. Impact analysis



- Impacts on staff - eg. skills, tasks, workload, productivity
- Impact on processes - eg. efficiency, value, risks, quality
- Impact on customers - eg. shareholders, stakeholders, clients
- Impact on finances/costs - eg. FTEs, resources, systems
- Impact on organisation - eg. structure, business model, modus operandi

### 3. SWOT analysis

- Market/business opportunities
- Risks, weaknesses and threats
- Product/service to market/client needs

### 4. Change-readiness - Internal

- Staff/manager/leader change-readiness
- Business readiness - ie. structure, resources, processes, systems/data

### 5. Change-readiness - External

- Client communication/promotion needs
- PR, media + external environment

### 6. Training needs analysis


- Analysis of staff/manager training needs
- Gaps in knowledge, skills, abilities

## METHODS

- ▶ Focus groups/workshops
- ▶ Interviews, desktop review

- ▶ Process mapping workshops
- ▶ Customer interviews
- ▶ Activity based costing (ABC)
- ▶ System audit and inventory
- ▶ Structural and business model analysis

- ▶ Desktop review
- ▶ Competitor and market analysis
- ▶ Environment scan

- ▶ Online staff.gr/leader readiness diagnostic - ie. change motivation, awareness, attitudes
-  USE OF WORLD-CLASS PSYCHOMETRICS

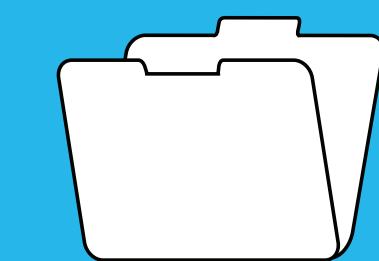
- ▶ Qualitative and/or quantitative research
- ▶ Media and communications analysis

- ▶ Online training needs diagnostic

## OUTCOMES

### TRANSITION PLANS

- Change management plan
- Training plan
- Communications plan



### BUSINESS PLAN

- Business improvement strategies
- CM learnings for future use  by organisation (eg. future CM)



## CM IMPLEMENTATION SUPPORT

1. Staff CM pack - eg. new PDs, CM summary, training schedules
2. Executive CM pack - eg. powerpoint presentation for exec delivery, tips on achieving staff attitudinal and behavioural change
3. CM communications pack - eg. powerpoint presentation, templates for emails/comms
4. Trainers CM pack - eg. training agendas, course content templates, training manual, training evaluation survey
5. Process and procedures CM pack - eg. manual showing new business processes/procedures, new QA steps/check points