



Lesson 6 – The Programme Based Change Model

(1) It is designed:

- ❖ To facilitate the key thought processes that are necessary for a successful change initiative
- ❖ To support the leadership processes outlined by Kotter, Bridges Transition Model and to provide a framework and context for the project / task level ADKAR model

(2) This model has 5 main objectives:

1. To bridge the gap between vision and implementation
2. That the Cultural Analysis and Pre-Programme Review and Planning process takes place
3. Clarity about how and why things will be different after the change
4. To identify, assess and mitigate the impacts of the change on all those who will be affected by it
5. Ensure that the envisaged organisational benefits are realised

(3) The first step of the process - the cultural analysis and pre programme review and planning process - has already been discussed in the lesson on Strategic Planning & Cultural Analysis. The other steps fall quite naturally from the fundamental questions listed in the preceding lesson on Change Management Models and Methods:

- ❖ "How am I going to do this so that it happens and I succeed?" = Programme organisation structure
 - ❖ "Why am I doing this - how's it going to be different?" = Blueprint
 - ❖ "How will I know it's benefited me?" = Benefit profile & management
 - ❖ "Who's it going to affect and how will they react?" = Stakeholder map
 - ❖ "What can I do to get them 'on side'?" = Communications strategy
 - ❖ "What steps do I have to take to make the changes and get the benefit of this change?" = Programme plan and project portfolio
 - ❖ "What could go wrong - what are the risks and issues I'll have to face?" = Risk log and management
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(4) The Practitioners Masterclass goes into specific detail as to what is involved in each step

- ❖ At root, the Programme Based Model is designed to prompt and facilitate the discussion and thought processes that are necessary before a change initiative is launched
 - ❖ It will show you for each step: the purpose, source inputs, composition and linkages to other major change models
 - ❖ The core components of this model are designed for use as a high-level management tool to support the leadership processes outlined by Kotter and Bridges, and to provide a framework and context for the project / task level ADKAR model
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You will gain insights into original perspectives, tools and processes never published before - ideal if you are a student or undertaking some form of higher business education - a fast-track to a good grade on your course.

<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>
