

What is 'Change Management'?

Definitions:

- Change: (verb) "replace (something) with something else"
- Management: (noun) "the process of dealing with or controlling things or people"

Description: (Source Wikipedia) *a collective term for all approaches to prepare, support, and help individuals, teams, and organizations in making organizational change*

Every business large or small goes through changes.
Every business uses information and information changes over time. The problems is: How do you manage the rate of change?

In mathematical terms the rate of change is measured by using 3 factors:

1. Limits
2. Differentiation
3. Integration

In business this rate of change has to be managed using a focus mechanism (setting priorities).

So: How do you integrate 'change management' into the culture of any business?

The answer to the last question is:

Understand how to:

1. Limit business-centric and technology-centric information objects
2. Differentiate between the objects
3. Integrate the objects at every level
4. Focus on the priorities

1. Utilise the capabilities of well trained Information Architects to limit, differentiate, integrate and focus each and every one of the following:
 - Business-centric:
 - Grade 1 – Objectives
 - Grade 2 – Knowledge
 - Grade 3 – Strategies and Project Management
 - Technology-centric
 - Grade 4 – Attributes
 - Grade 5 – Logical Data
 - Grade 5 – Applications
2. Use an intelligent Information Repository like Caspar to manage all the objects mentioned above

Reading material: The secret to my success

Imagine if you will that during the initial sessions of the Objective phase a business-centric manager was not consulted (or was not available).

After work on Release 1 was started a manager who may (or may not) have been invited to a session dealing with 'Goals' or 'Measures' decided they needed to have their say. The manager sends an email to the CIO complaining that nowhere in the 'Proof of Concept' did anyone raise the issue of "ensuring that royalties got paid to the artist whenever a piece of music was played at a public event":

1. What steps need to be taken in order to rectify this oversight?
2. Will this effect Release 1?

The issue: "Ensuring that royalties got paid to the artist whenever a piece of music was played at a public event"

Steps

1. Limits: To address this factor we need to decide which Phase this change effects. It is clear that this issue is a type of 'Objective'. Therefore the scope is within the capability of the RA1
2. Differentiate: The RA1 must now decide is this a new
 - 'Goal'

Or

- 'Measure'
3. It is clear to the RA1 that this issue will impact the 'Profitability' Value which in turn will have an effect on the 'Prosperity' Benefit of the enterprise
 4. Integrate: Is there an existing KPI and/or PI covering this issue?

Practical: Look at the solution to Lecture 8 and find an answer

The answer

There is a KPI called “Keep track of money being spent”.

Therefore this KPI covers the issue and the only change at this juncture is to add a PI titled ‘Payment of royalties’ which contains the wording raised by the manager and amended slightly to embody the correct sentiment which could read “We need to ensure that royalties gets paid to the artist whenever a piece of their music is played at any of our public events for which we earn an income”.

The next issue: Will this change (if any) will this have on Release 1?

To find the answer to this question the following steps will be required:

1. Have the RA2 identify if there is any change to the 'Conceptual business knowledge model'
2. Have the RA3 determine if there is any change to the business tactics. If so will this effect Release 1?

RA 2 work:

Use the Original provided entity list to determine what new entities are needed to satisfy this change

RA3 work:

Use the new entities (if any) to see how they effect Solution 11

Solution to both practicals

This will only be accomplished when you understand how to:

1. Model knowledge as a certified RA2

And

2. How to use the knowledge model to identify strategies and tactics as a certified RA3

I will work through this example with those of you who get to this stage.

Needless to say the end result will show that this change will not alter anything in Release 1.

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