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Change management

I have been reading a number of articles on the subject of managing change and thought I needed to respond to this issue.

Imagine being given the following scenario: We have this proposal (demand!) from a business unit to buy (build) an application that does (something) ... Where do parts of this already exist that can be expanded, repurposed, upgraded, or replaced? This problem was proposed by Doug McDavid in one of the enterprise architects groups in October 2015 in his set of 23 questions to which I wrote but did not publish my answer.

This article is my published answer in response to his question and to address the issue of change management.
The change management steps that I would follow (using my Ripose Technique and AI compiler) are as follows:

1) Identification
Identify which business value proposition this new application will have the most effect on.

For example: If the enterprise was a financial institution that funded private construction projects and a business unit proposed a new funding class to fund a race horse breeding farm then perhaps the CIO with the assistance of a objectives architect would decide that as a race horse breeding stud farm was a niche market (could fit into either the market or innovation value) and as the prime purpose of the enterprise was to ‘fund small and medium private construction projects in a social responsive manner’, a race horse breeding farm was somehow at odds with the purpose statement and reject the proposal.

The manager of the business unit could appeal to the CFO and CEO who together with the other 3 C-Types would approach the Board of Directors to amend the purpose statement to enable such a proposal to be considered.

If this was rejected then no further work would be needed.

If however the Board together with the CEO decided the proposal had some merit, then step 2 would proceed.

2) Acceptance
Supposing the proposal was accepted then as the marketing and innovative proposition values are the major source of interest and as these both fall within the scope of the ‘prosperity’ benefit proposition, it will be up to the CFO, the business unit manager and an objectives architect to examine the marketing value proposition and identify the key performance indicator that could be most effected (for example the ‘ROI’ KPI.

If one does not exist (which is highly unlikely) then a new KPI will be developed.

Once the KPI has been identified, the performance indicators would be identified and costed.

If the costing showed a positive result, then the proposal could get the green light and proceed to the next stage, that is to identify the business knowledge that would be impacted due to the new performance indicators.

If it shows an ambivalent result, then further income streams or cost saving measures would need to be identified and if a negative result, then the proposal should be shelved.

3) Green light
Once the green light is given the business unit manager together with a knowledge architect will use the performance indicators to examine the knowledge model to identify if any new knowledge class entity (for example ‘Horse feed supplier’ and ‘Veterinarian’ as a subset of the ‘Legal entity’ knowledge class) will be required.

If one is discovered, then the new entity will be added along with its description and any links to any other existing entity.

4) Post knowledge
Once all knowledge classes have been added, the impact on the existing strategies can be assessed.

As all 5 generic strategies will more than likely not be effected (as no new stand alone entity will be identified during step 3), the CIO, business unit manager with the assistance of an strategic planning architect will examine the existing tactics and either link the new entities to an existing tactic, or create a new tactic under the appropriate strategy (for example as a ’Veterinarian’ is the first type of medical profession, then new policies may have to be developed taking into account what legislative requirements would be needed to address all regulative requirements.

5) New entity
Once any new entity has been added, the business unit manager, together with their subject area specialists and an data modelling architect would examine the new entities to identify the attributes they require to run their business (for example the new ’Veterinarian’ entity will probably require some form of ‘provider number’ or perhaps this attribute could be located in an existing registration document but called a ‘builder license number’ If this is the case then perhaps all that may need to change is the length of the field).

6) Impact on existing databases
Once all new attributes have been added, the CTO with the assistance of a database architect will assess the impact the new databases will have on the existing project plans and if any new databases were added (signifying a **major** change) a new project plan may need to be developed and costed – this may also effect existing project plans as new attributes placed in an existing database need to be addressed in other projects.

If no new entities were required (signifying a minor change), then the existing project plans could be examined to accommodate the new attributes. If the costing exceeds the estimates established in step 2, then either the performance indicators need to be re-examined and amended, or the scope of the project re-assessed or the project put on hold until further funding can be established.

7) Accepted costs
Once the costs have been accepted, the database architect can now generate a new database design

8) Pseudo code
If the pseudo-code component of the technique is used then the project manager along with program architects can begin the coding cycle according to the project plan working with the relevant business user specialists to write the pseudo code to 'Create, Read, Update and Delete' data from the new design.

9) Operations
The following steps will need to be carried out by the DevOps team:
Coding – As soon as each component of the pseudo code is ready, a computer programmer, experienced in the hardware and software infrastructure used by the IT department can begin to convert the pseudo-code into computer code.
Operating instructions – Updates need to be made to the existing operating instructions
Testing – unit, system (involving all business operatives impacted by the change) as well as stress
Security functions – who has access to what, passwords etc
Deployment – roll out

Steps 1 through 4 are business centric whilst the rest IT-centric.

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