

1 Change objectives

The following three elements are necessary to be frank about to be able to execute a successful change.

Why change

Describe the meaning of doing the change. Ask "why" three times.

Who is the Customer

Describe where in the value chain the change is taking place, by pointing out who is the customer to the process or system being changed.

From what (A) to what (B)

To be able to change you need to know where you start from (A) and where you are going (B).

2 Definition of A – situation now

What is the process like today? What other systems are affected? Which are the timing aspects?

3 Definition of B – desired situation

What is the process like tomorrow, after the change? What other systems are then affected? Which are the timing aspects?

4 Method(s)

There are several methods available. Here is a selection.

"Talk the talk, Talk the walk, Walk the talk"

Amplifying the importance of really having agreed upon the meaning of the change and the **words** defining the change in itself. Then using the words to say **how** it is going to be done, and finally **do it.**

"Prototyping"

Is also named "pay as you go". Often useful when "B" is a moving or indistinct target, and you have to make daily corrections. Trial-and-error is a part of it.

"pick-a-stick"

In Swedish it is named "plocke-pinn", which means that the change is going to take place by a number of activities executed in a very defined and specific order.

"D-day"

This is used when the change is going to take place in one BIG activity, very well planned and organised.

"icke-rör"

This is a Norwegian expression, meaning that you should not touch anything in current operation in A. B should be turned on in parallel and A will be a fallback.

Of course may the above mentioned methods be used in combination.

5 Risk Management & Quality Assurance

- addressing, analyzing, discriminating and identifying the events that are casuative, so that change can be introduced into the process of the project or operation, preferably by means of a Risk Workshop
- communicate the result of the Risk Workshop
- act upon the result of the Risk Workshop, by taking actions to top priorities
- continuously monitoring the process of the project or the operation concerned
- periodically measuring on defined indexes and measureable items overseeing that there is a compliance with standard and routines defined by the company policy evaluation and judgement

6 Verification

Included in verification is:

Testing

Testing can be done **complete** with all data, or **random** test-cases.

Customer satisfaction

Discussing and finding out whether the customer is satisfied or not. If satisfaction is reached, then ask the customer to name the top three achievements made. If not satisfaction reached – listen very much and carefully, and ask a lot before making any statements or actions.

Lessons learned

What was good? What was bad? What's new to me/us – what had I/we no idea about before the change? Whats the biggest surprise?