

# APMG ChangeTracker





**Large scale change programmes are underway in most organisations most of the time...**

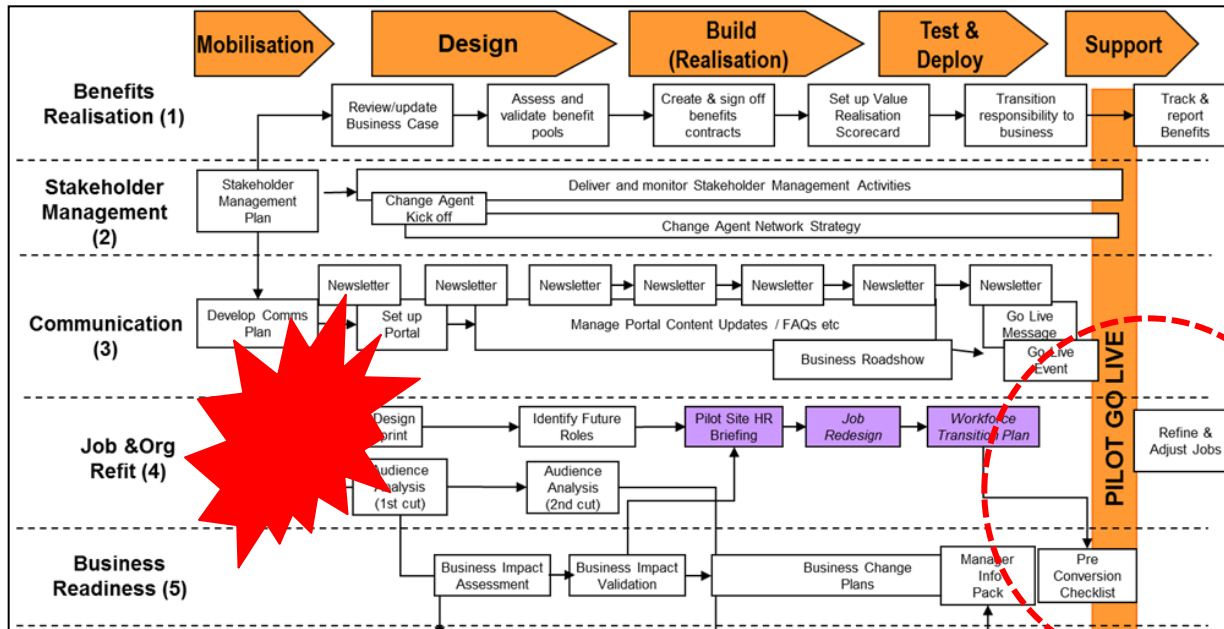


**But leaders find out too late that change is off track**

Experienced project and programme managers know that the lack of alignment and poor engagement between key stakeholder groups in a major programme or complex project can quickly derail the best laid plans resulting in the project or programme going over budget, over schedule and not delivering promised outcomes



It is vital that leaders can quickly identify issues and take action to prevent problems... before they occur!



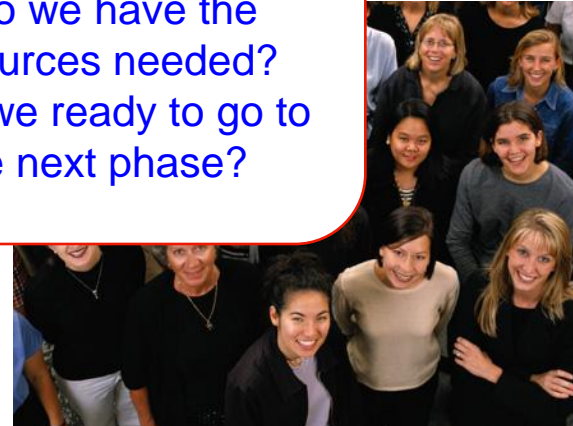
It is easy to look back afterwards and say what should have been done to stay on track. The real challenge is to know where action is needed while change is taking place.

The lack of alignment and poor stakeholder engagement here...

...shows up as problems resulting in the project or programme going over budget, over schedule and not delivering promised outcomes in later stages



# Guesswork and available measurement tools do not show the progress of change early enough or accurately to stop change going off track



- Are we aligned?
- Is everyone engaged?
- Do we have the resources needed?
- Are we ready to go to the next phase?

When many different stakeholder groups are involved, it is impossible to establish certainty about the issues that could derail the programme

In fact, even with good knowledge and insight, managers still face the challenge of mobilising stakeholders to take action where it is needed

**A more sophisticated approach is required**



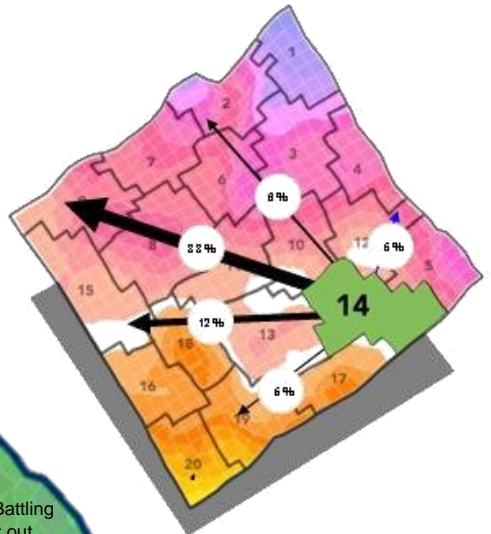
# APMG ChangeTracker is a three step process that allows you to quickly and easily check if up to 150 key stakeholders are on track and to take corrective actions as required



Is the change on track to high performance?

	Realising Business Benefits	Improving business performance	Performance			
			Change Capability			
Drivers	Turbulence	Resources	Aligned Direction	Change Leadership	Work Roles	Emotional Energy
Challenges	Risks and Roadblocks	Training and Capability	Vision and Direction	Management Commitment	Involvement	Passion and Drive
	Changes Taking Place	Systems and Processes	Communication	Team Leadership	Accountability	Disturbance

**Step 1: Ask Stakeholders what really matters to them**



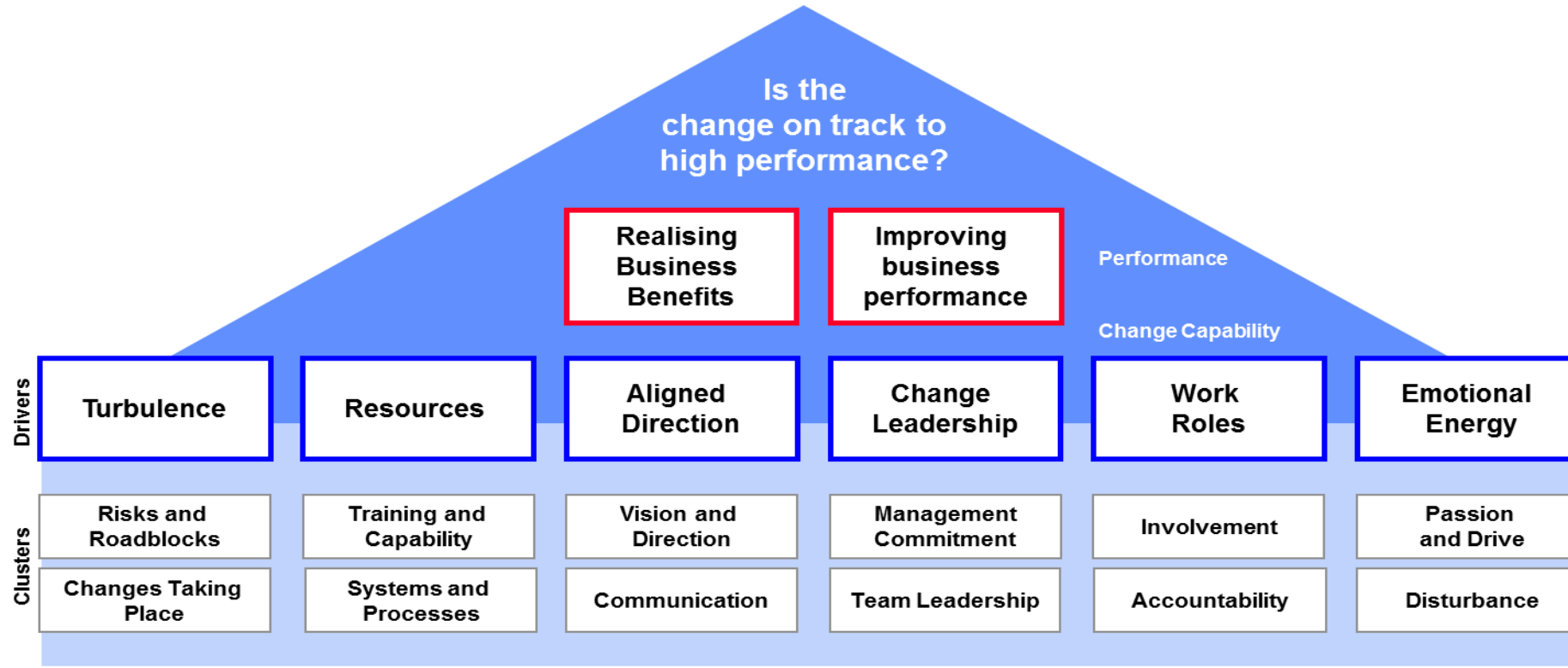
**Step 3: Take Action get on track to high performance**

**Step 2: Position Stakeholder Groups on the ChangeMap to identify critical issues**

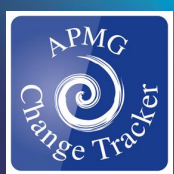




# Step 1: APMG ChangeTracker uses a research based survey to capture key stakeholders' perceptions and experiences of the project at hand



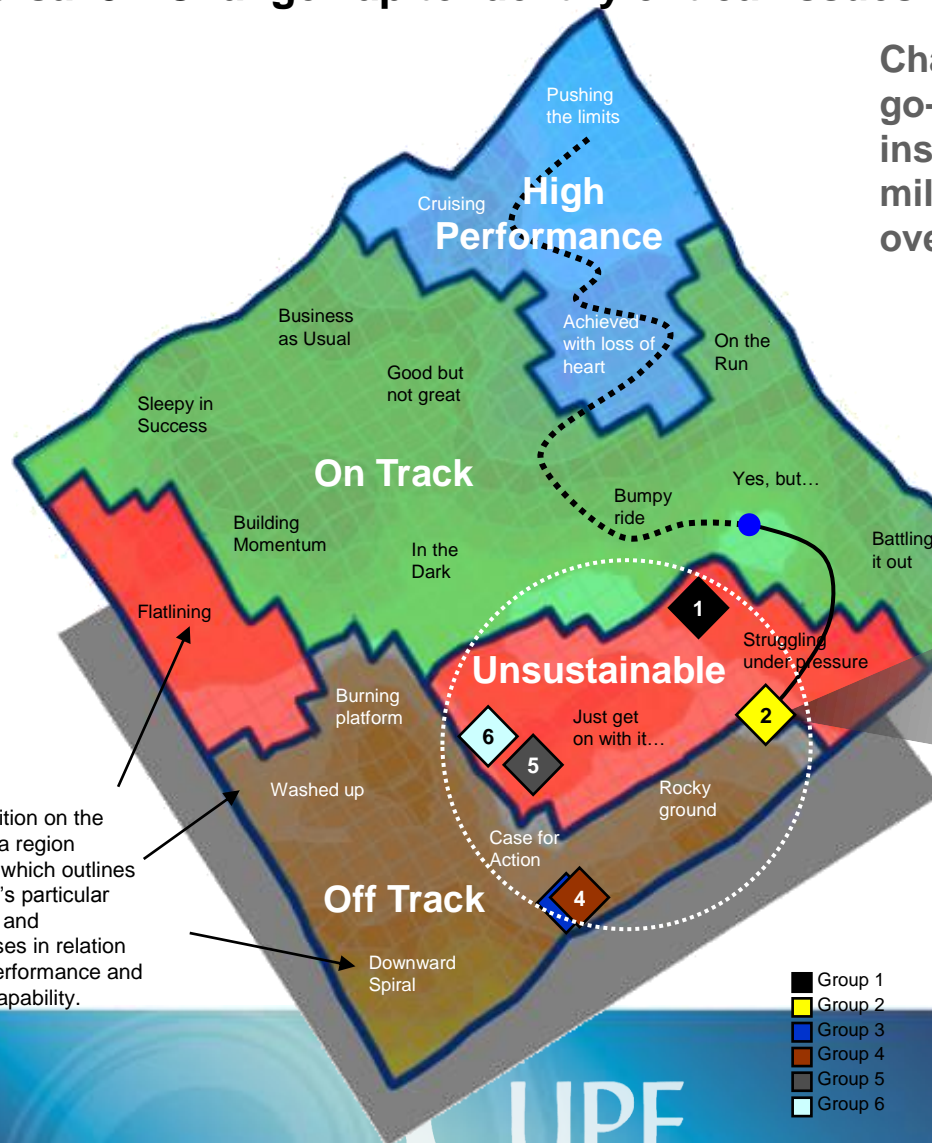
- Questions relate to different aspects of the project at hand – type of change, resources, benefits and risks, performance, communication, alignment, leadership, accountability and the positive and negative impacts of change
- Responses are then benchmarked against the ChangeTracking database, which comprises over 600,000 individual responses from global companies across sectors, industries and types of change



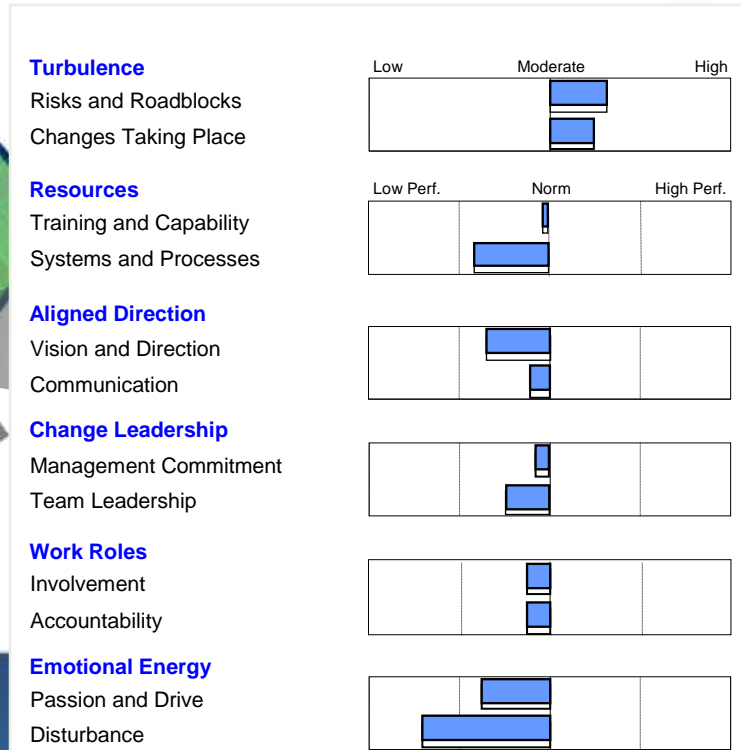


## Step 2: Benchmarked data is used to position each client stakeholder group on a universal 3D ChangeMap to identify critical issues

Change is off track 3 months after go-live, a major IT system had been installed and not implemented - \$3.8 million over budget, 1000 manual overrides on the new system...



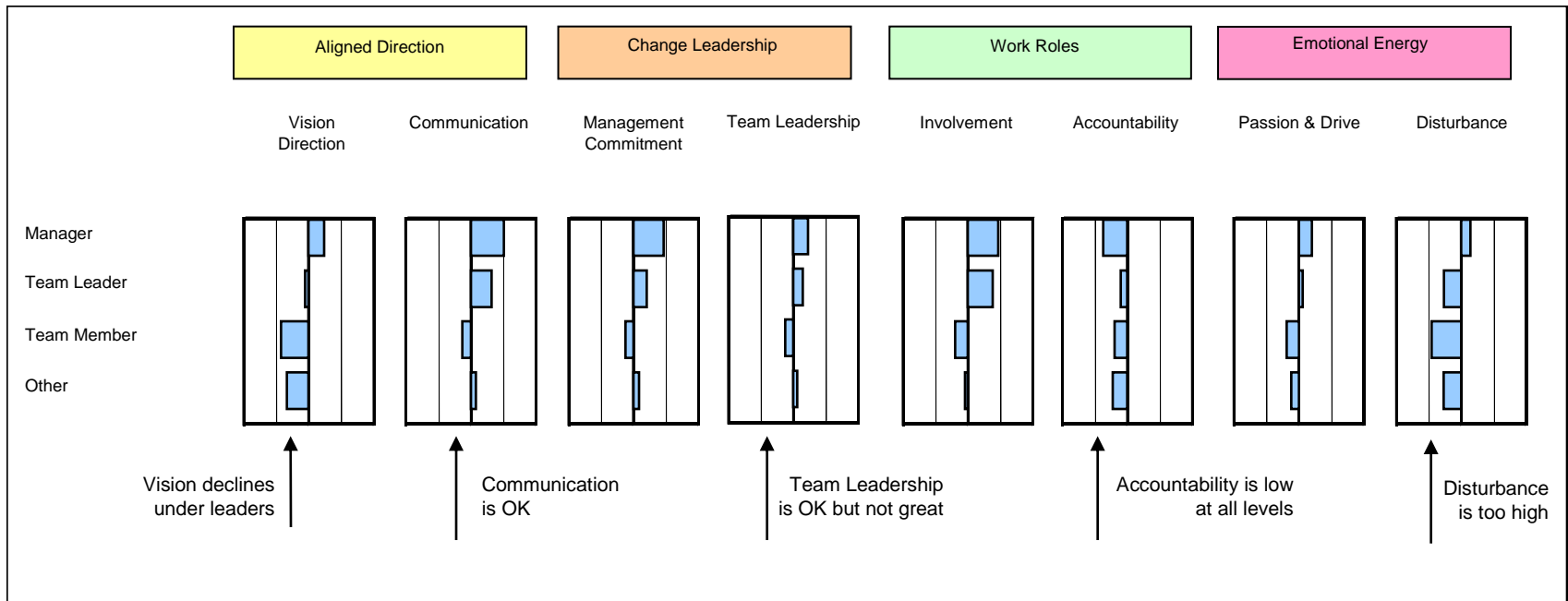
Each position on the map has a region definition which outlines the group's particular strengths and weaknesses in relation to their performance and change capability.





## Step 2: Reports show leaders what action is required to minimise risk and make best use of their resources

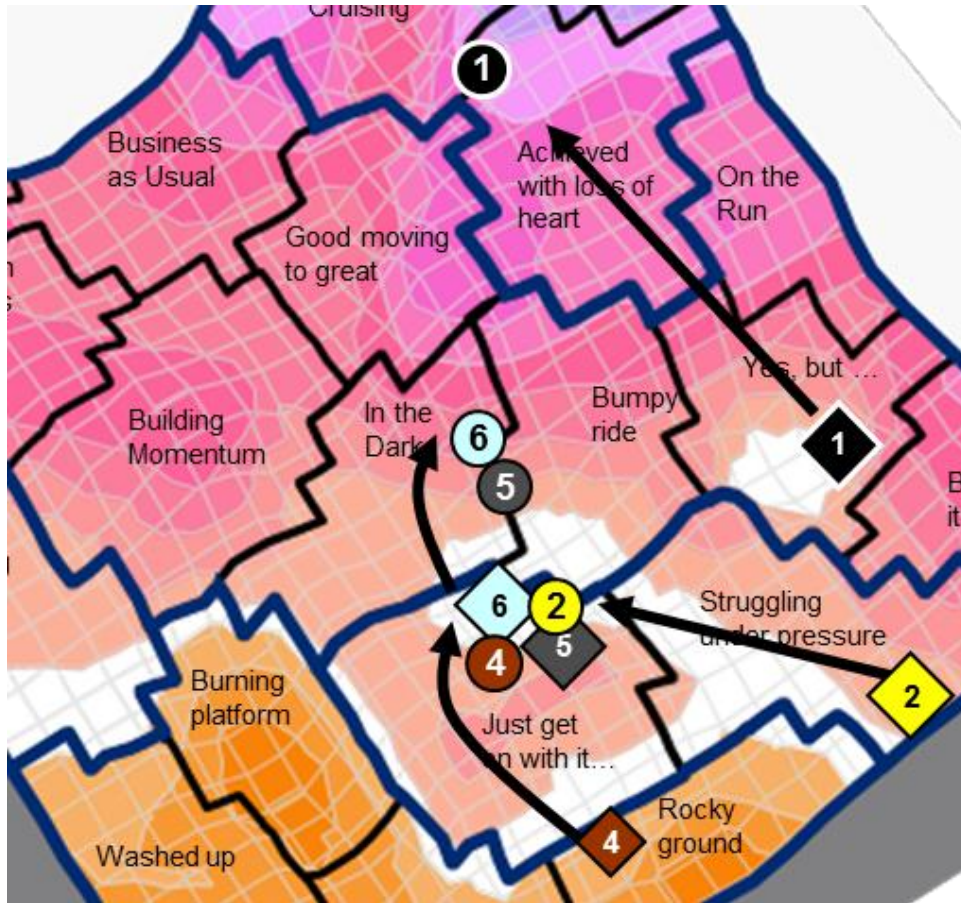
When change is off track the impact ripples through reporting levels in different ways - here, there is a disconnect between the Driver profile for managers and those reporting to them







### Step 3: Take Action get back on track to high performance



Results 6 months later: **Significant movement up the ChangeMap**

**Financial rigour and change capability improved:** Budget back on track, taking \$3.8 million out of costs and maintaining customer service levels

Despite a 115% increase in volumes of restorations and activations, the Company change program more than halved the cost per unit of activity from \$14 to \$6

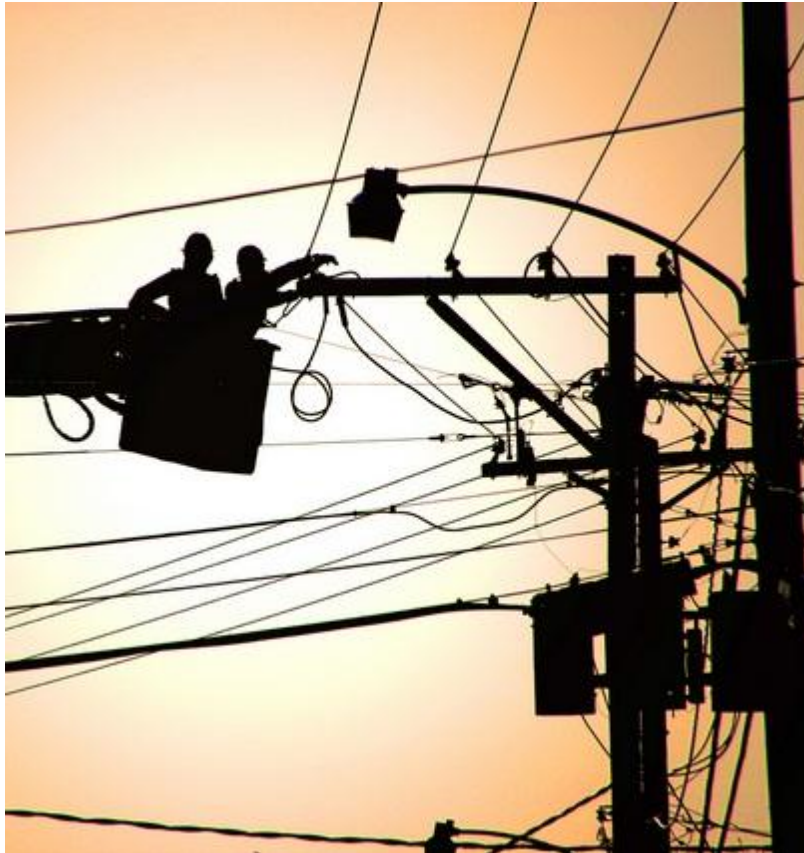
In most groups dramatic increase in Vision – 82%, Change Leadership 26%, Accountability – 80% and lower Disturbance by 78%.

Multiple measurement points across the life of the project allows you to monitor progress and track the effectiveness of corrective actions taken between cycles. Progress against the initial baseline is depicted in the report.





## ChangeTracking has a record of delivering benefit to stakeholders wherever there is change



“ChangeTracking gave me the hard data that I needed to take action. The end result for my team was that complaints about the IT system moved off the agenda, we reduced unit costs by 25%, improved customer service levels by over 10% in less than six months and our people measures improved significantly. Without “hard” data about how my people were responding to change, I would still be reacting, rather than proactively driving change”

Bill Lyon, National General Manager for telecommunications group

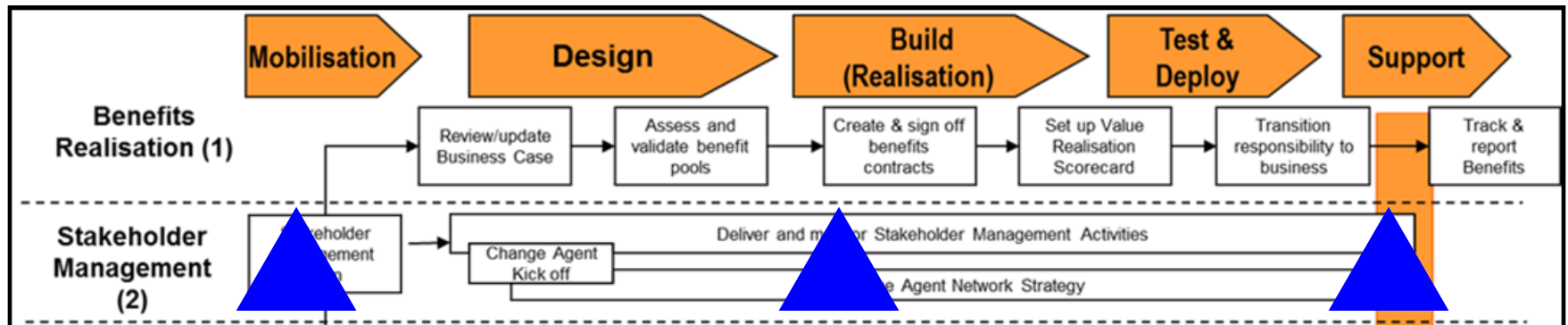


# Three points where ChangeTracking can add significant value in a change project/programme

## Early stages of the project

## During project Implementation

## Post project implementation



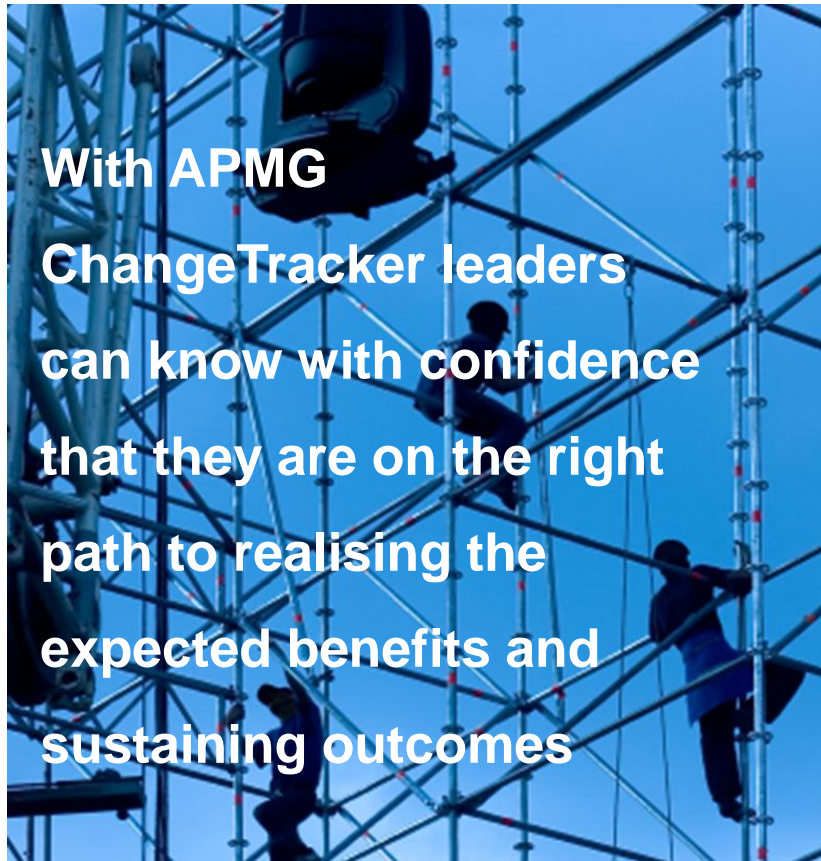
Establish a baseline during the early stages of a project and plan the change strategy

Track progress during the project/programme roll out and the change implementation

Ensure that project and business benefits have been realised and can be sustained post-project implementation



## In Summary, the Benefits of APMG ChangeTracker



**With APMG  
ChangeTracker leaders  
can know with confidence  
that they are on the right  
path to realising the  
expected benefits and  
sustaining outcomes**

**A structured and replicable** process that provides key stakeholders with insight and actionable information

A web based product that is **built-around an established system and database** enables

insight, quick identification of critical issues  
**Highly data- and insight-driven** - statistical analysis and comparison with benchmarks to 'predict' risks and highlight hotspots

**Enables fast and actionable feedback** - team reports highlight 'hot-issues', enabling them to know where, when and how to take corrective action and sustain performance

**A very visual system and powerful** way to display project progress and hot issues at a glance and engaging managers at all levels

**A very practical way to obtain strong ownership** from the key decision makers including the Board and senior executives





# Feedback from the pilots



**Client  
feedback**

A large amount of the information confirmed what gut feel was telling us, there were some areas of new interest pointed out.

The report very clearly points out the focus areas for the project team to address.

Had a very good session with the team. They are very excited by the information. They said it was great!

Has given them good insight into the areas they should focus their communication delivery on.

Provides the mechanism and supporting information to discuss this with the team and management in a meaningful way.





# APMG and ChangeTrack Research have worked closely together to develop APMG ChangeTracker to enable project and programme managers to manage change successfully

Alan Harpham, Chair of The APM Group, was impressed with a demonstration of ChangeTrack Research's work, and the potential for a bespoke version of their core product ChangeTracking, to add value to the accredited community of consultants working in the area of programme and project change management.

***“The reason we wanted to develop APMG ChangeTracker is to make it possible to quickly identify whether the project is on track to deliver the expected benefits during the life of the project and if it is not on track, where the problems lie, who with, and what needs to be done about it.”***

ChangeTrack Research developed their core product, ChangeTracking®, from extensive research over the last 10 years. State of the art mathematical algorithms were applied to the analysis of over 600,000 change journeys, in order to determine the pathways that resulted in success and failure in major change programmes. Beyond this core research, extensive collaboration with a number of large global consulting firms has enabled ChangeTrack Research to hone their product development in 'real-time' by working alongside consultants as they plan and implement change in their client organizations.

For further information on **ChangeTrack® Research** please visit their web site:

## **ChangeTrack® Research**

***ChangeTrack Research is changing the way leaders of global organisations understand and execute significant change.***

***Our innovative navigation system enables leaders to see whether change programs are on track and to take the corrective actions required to keep them on track.***

***We work with companies who want to minimise the risk and realise the benefits of significant change and build change capability for the future.***



MG-International  
ng Professionals



# More information



## IPR acknowledgements:

- P3M3® is a Registered Trademark of the Cabinet Office
- PRINCE2® is a Registered Trademark of the Cabinet Office
- MSP® is a Registered Trademark of the Cabinet Office
- MoP™ is a Trademark of The Cabinet Office
- MoR® is a Registered Trademark of the Cabinet Office
- MoV® is a Registered Trademark of the Cabinet Office
- P3O® is a Registered Trademark of the Cabinet Office

Wessex House,  
St. Leonard's Road,  
Bournemouth  
United Kingdom

Partnership Manager  
+44(0) 1202 555711





# APMG-International

Accrediting Professionals

