



## **Change and programme management:**

### **The helicopter view for doing things better**

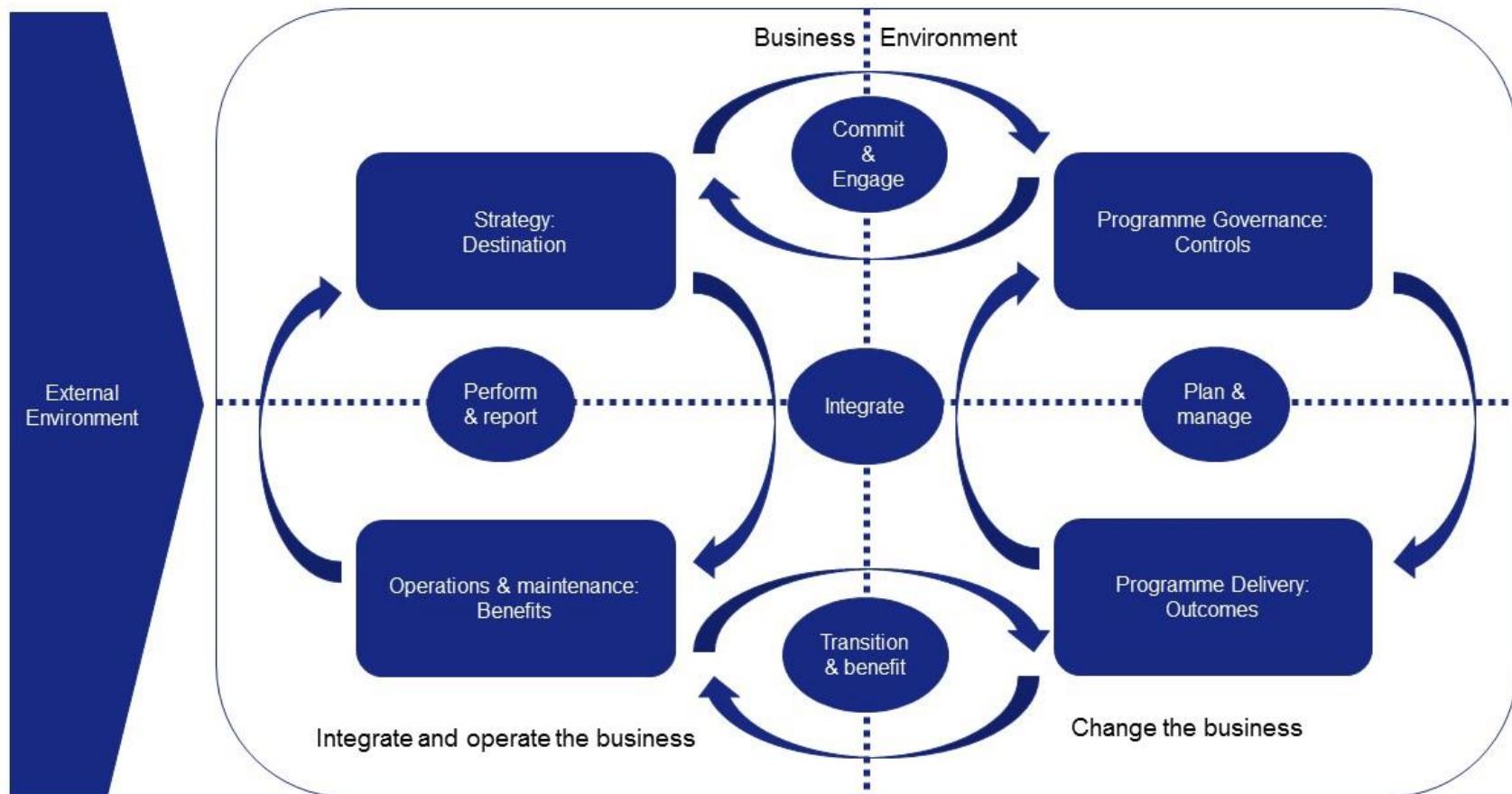
This is the first post on the Change and Programme Management series.

Today, we are sharing GAN's model for business change and delivering continuous improvement via effective programmes with some definitions. It will form the basis for future posts and discussions. We look forward to receiving your comments and sharing anecdotes and experiences with you.

Managers and their organisations are required to introduce strategic change in order to be more competitive, improve profitability, reduce effort, improve working environment, deliver better products, stimulate team working or get higher client satisfaction. They seek to improve an aspect of production or quality, to reduce delays or to build new assets or basically whatever management thinks will improve the triple bottom line. And change is never easy, so managing change effectively within an organisation is vital to its success.

The programme and change management model we propose to use is illustrated on page 2: a circular process running from strategy to benefits realisation framed between i) business as usual - strategising and realising benefits while operating and ii) programme environment - planning and managing a programme to deliver outcomes and benefits.

## CHANGE AND PROGRAMME MANAGEMENT IN CONTEXT





## Some definitions:

**Change management** is about doing things better: delivering organisational changes while managing quality and risk, as well as producing measurable and sustainable benefits adding value to operating business models.

**Programme management** is a systemised and structured approach designed to realise strategic objectives and manage the risks of delivering programmes. Programme management brings reality and method to strategic planning and to the delivery of strategic change with the right strategic objectives phased and delivered “on cost, on time, on quality and on benefits”

**A programme** is a temporary organisation designed to operate, learn and adapt in a complex environment of interrelated projects, people and organisations. In this context, the programme manager is the Chief Executive Officer of a temporary organisation with “The ability to carry the flame for what users want”.

**Project Management** is deterministic – “learning rules and applying them well” – *delivering output and products or single assets*.

**Portfolio Management** – encompasses programme or projects that are not necessarily linked – *collectively delivering a strategy*.

**For customer or client led programmes (i.e. delivering multiple physical assets or complex long term contracts)**, the traditional linear delivery cycle for programmes and major projects in the Built Environment (from Planning & Financing > Engineering & Procurement > Construction, Testing & Commissioning > Operations and Maintenance) offers a robust model for delivery.

Using this model, an effective programme will anticipate and integrate organisational changes within financial, contractual and physical constraints as time marches on. Innovation through clarity of strategic intent and creative design coupled with adapted controls (risk management and change management) is critical to successful scope delivery (on time, to budget and quality) and benefits realisation. The programme and organisational structure (including resource levels) will be gate controlled and will evolve through each delivery phase.



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## About the Author

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### **Managing Partner**

- Gildas advises board members and departmental heads on planning and delivering major international capital investment programmes and managing issues arising from disputes in the construction, infrastructure, transport, property and energy sectors.
- Gildas founded GAN Advisory Services in 2013. He has 15+ years of extensive international experience across central Europe, Africa, South America and the UK in all phases of major projects and programmes with leading construction and management consulting organisations (Kier Group / Buro Four) and in performance improvement advisory for Ernst & Young.
- He has helped some of the world's largest companies and investment funds to achieve operational excellence - bringing reality and method to the planning, control and delivery of major projects and programmes "on cost, on time, on quality and on benefits".
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