

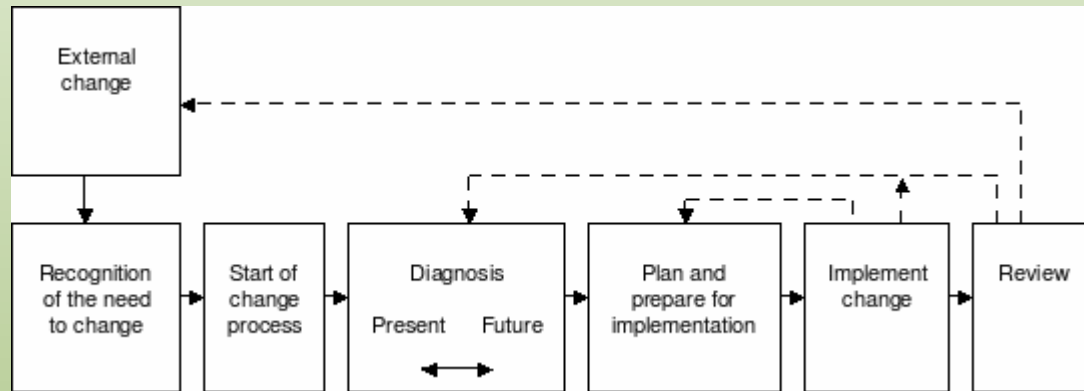
# Change management Or the art of evolving

Week 5

This week

Fundamental Qs  
Planning  
Planning systems

## Process model after Hayes



part II

part III

part V

part VI

We are here

## Fundamental Qs

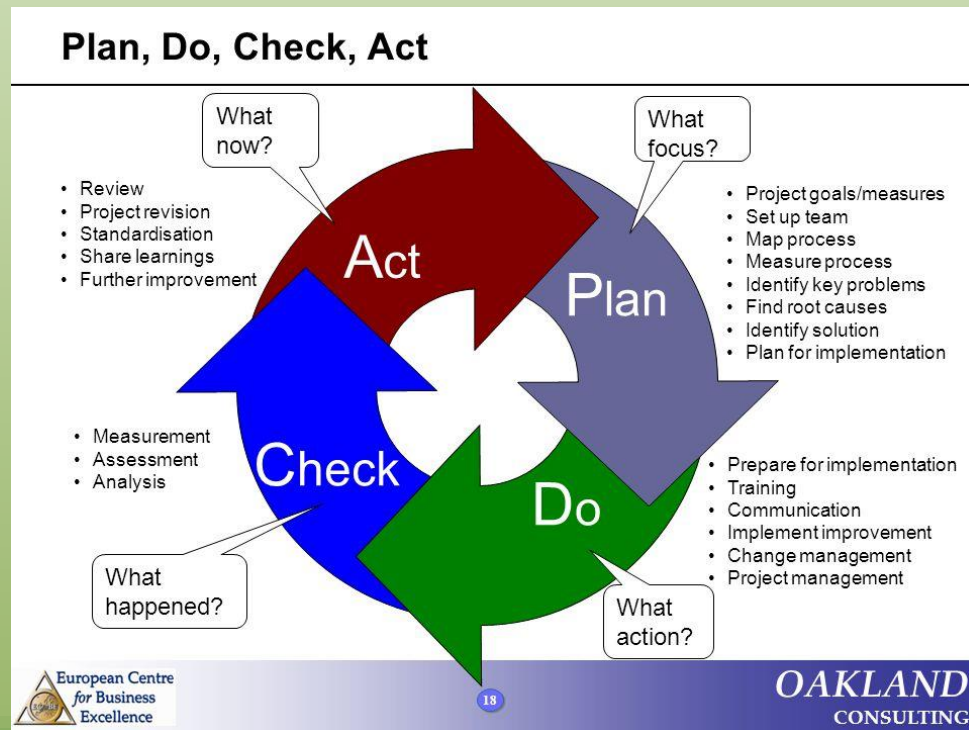
Further to having identified what needs to be changed, what follows?

Planning what is to be implemented – plan

Implementing what was planned – do

Learning the lessons – check

Maintaining what brings added value – act



## Planning

### Planning is about

- P1/Establishing who will do what and when and for what purpose
- P2/Identifying the tools for appreciating the achievement of purpose

### Key tools

- T1/Documentation: planning with the key supporting information
- T2/Intervention: focused intrusion to improve effectiveness
- T3/Appreciative inquiry: benchmarking best performance
- T4/Action research: introspective insight for developing own actions
- T5/Training: developing missing skills
- T6/High performance management: skill optimization
- T7/Business Process Reengineering: integrating functions
- T8/Lean management: seven wastes, 5s method, 5 whys
- T9/Culture profiling: developing a cultural identity

Planning – cont.

## Using Tools 1

**Purpose:** establishing who will do what and when and for what purpose

**Who:** decide on who will coordinate the process

**What:** list and detail the results from the diagnostics

**When:** establish a timeline based on a critical path analysis

**Purpose:** identify and detail the desired end results

**Key tools**

**T1, T2, T5, T7**

Planning – cont.

## Using Tools 2

Purpose: identifying the tools for appreciating the achievement of purpose

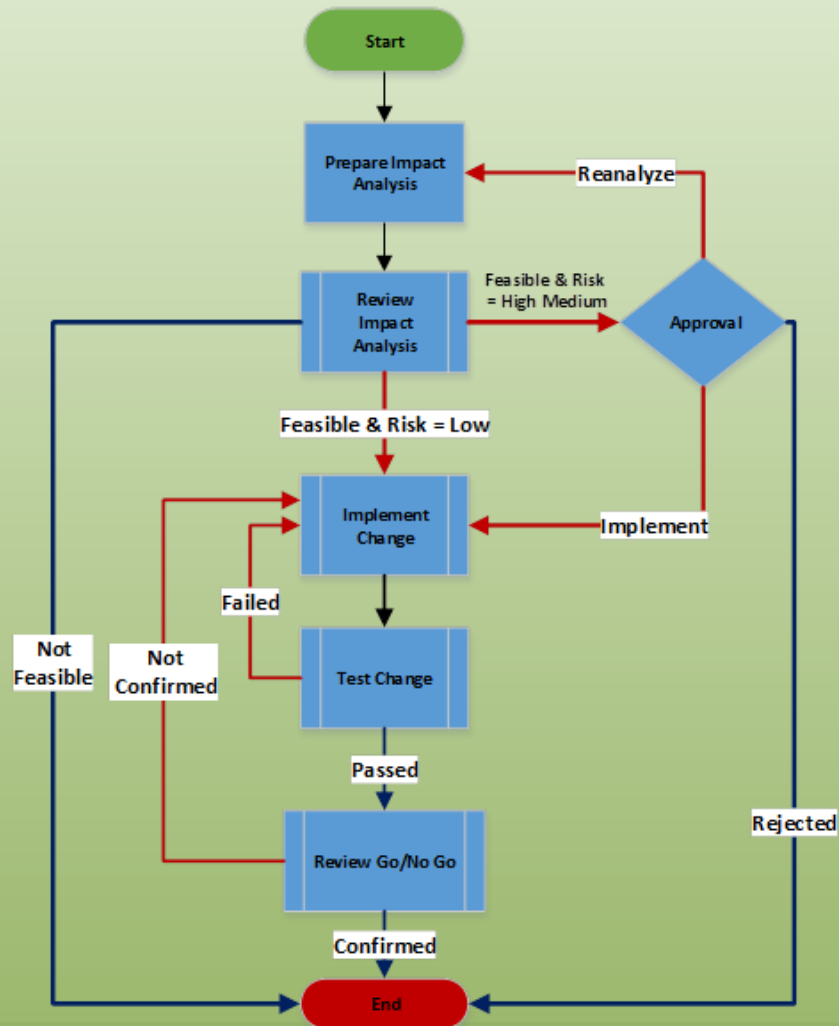
Gaps analysis

Key tools

T2, T3, T4, T6, T7

# Planning systems

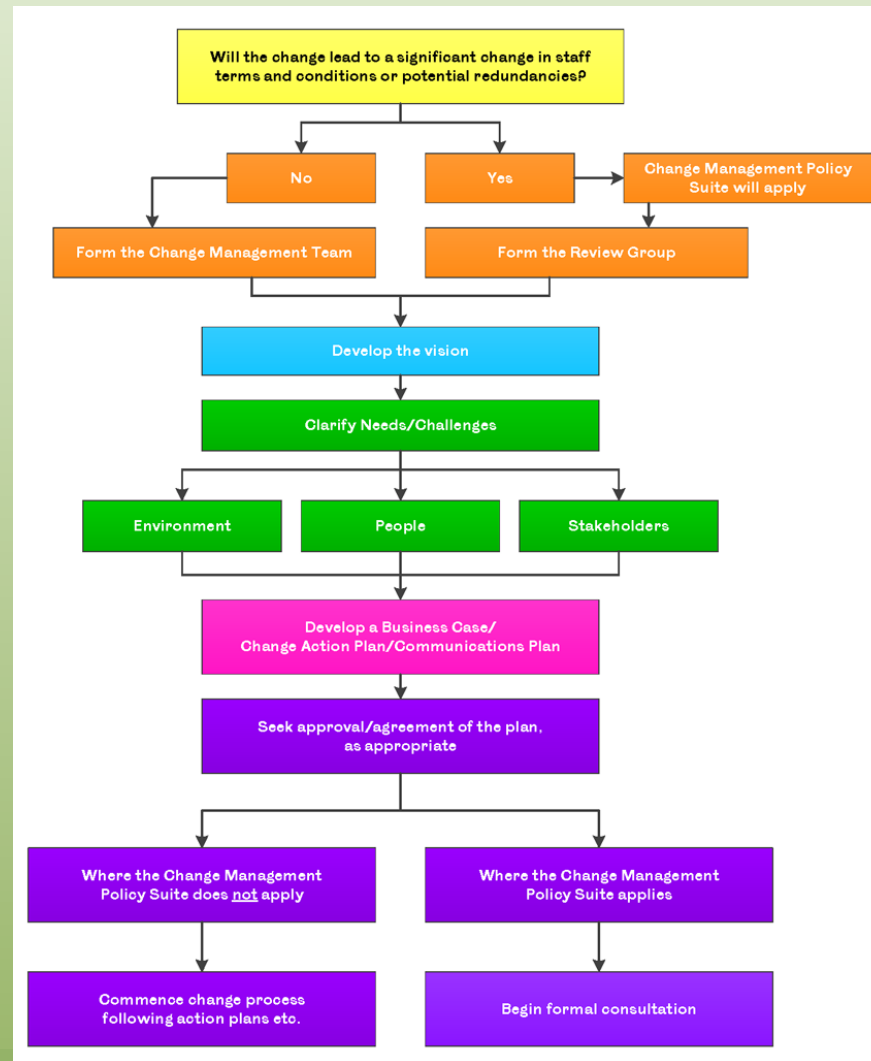
## Planning system after Service Pro





## Planning systems – cont.

### Planning system after [Sheffield University](#)



## Readings

- <http://www.oaklandconsulting.com/wp-content/uploads/2014/10/Oakland-QWOctober2014.pdf>
- [http://www.iem.unifei.edu.br/turrioni/PosGraduacao/PQM07/TQM\\_aula\\_2\\_e\\_3/TQMbyOakland.pdf](http://www.iem.unifei.edu.br/turrioni/PosGraduacao/PQM07/TQM_aula_2_e_3/TQMbyOakland.pdf)
- Hayes: ch 15 - 23

**CASE STUDIES**  
*As per the syllabus*