



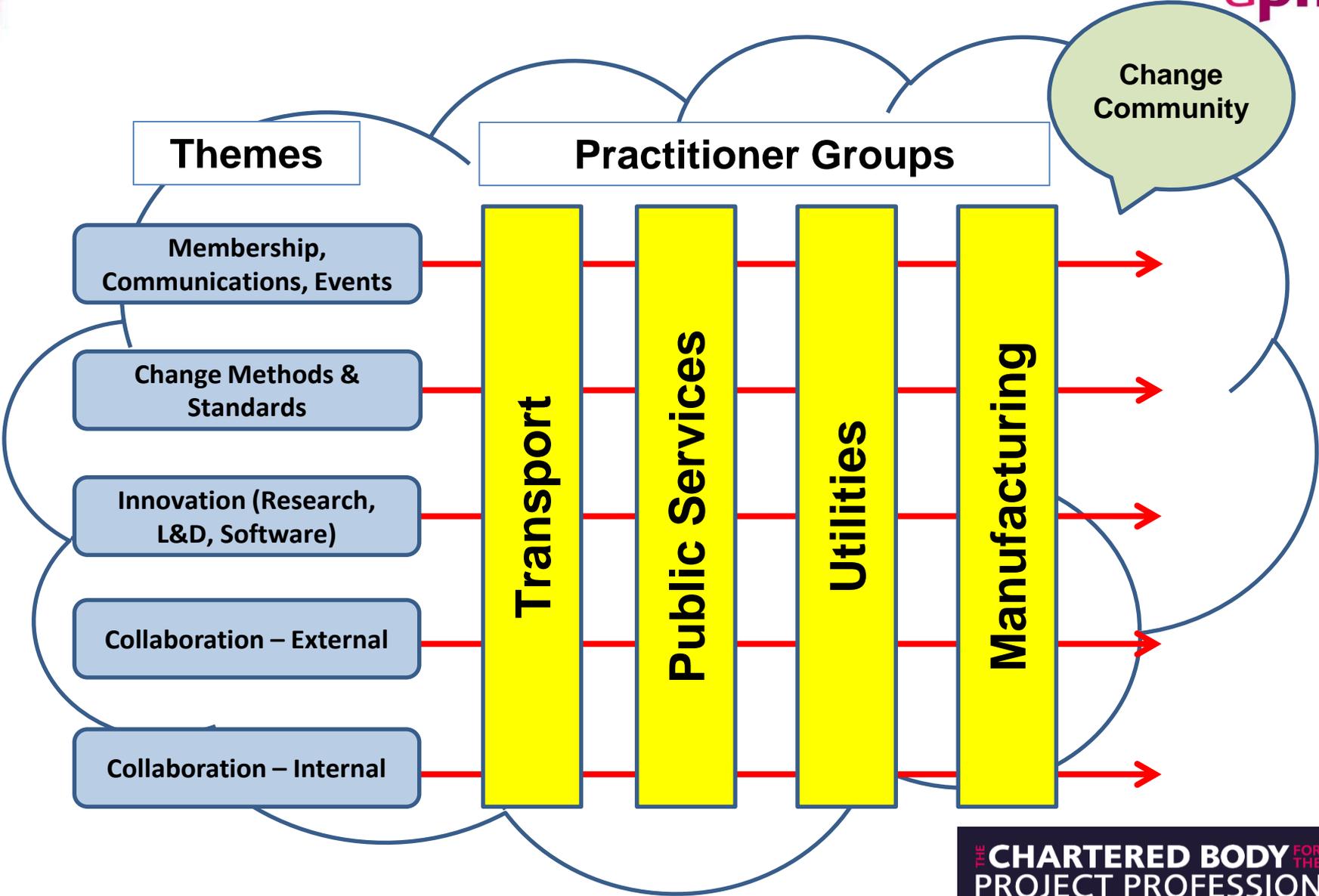
APM Enabling Change SIG

Annual Report 2017-18

Enabling Change SIG

- Mission is to improve the change capability of organisations, teams and individuals
- 4th year completed
- SIG is organised around:
 - Themes
 - Industry sector Change Practitioner Groups
 - Transport, Public Services, Utilities, Manufacturing

Organisation



2017-18 Highlights

- Completion, publication and successful launch event for “Introduction to Managing Change” – approx. 200 copies sold to date
- Full day conference (first for two years): “Inspiring Positive Change in Complex and Uncertain Times”
- 1 half day event, 3 evening events and 2 webinars
- Proposals completed for enhancement of Change Management content in APM Competence Framework
- Significant input to consultation on Body of Knowledge 7th Edition
- Launch of Manufacturing Change Practitioner Group

SIG Committee 2017/18

- Chair – Martin Taylor / Simon Williams
- Secretary – Tim Beaumont
- Change Methods & Standards – Donna Unitt
- Innovation – Parag Gogate
- Collaboration – Parag Gogate
- Membership, Communication, Events – Roger Batho / Hamza Jamil
- Practitioner Group Co-ordination – Simon Williams
- Transport Change Practitioner Group – Simon Williams / Andy Stiles
- Public Services Change Practitioner Group – David Packham
- Utilities Change Practitioner Group – Kevin Lovett / Michelle DeBrett-Watson
- Manufacturing Change Practitioner Group – in formation

Change Methods & Standards

Theme Scope: To build the understanding and capability for managing all types of change programmes by documenting and facilitating the sharing of related information, reference sources, case studies and lessons learned

2017/18 Update

Competency Framework

- Created a Change Management Competency Entry
- Reviewed the Existing Competences and made recommendations for incorporating change management into them
- This was discussed with the APM but as the new Body of Knowledge was due this has been parked

Change Methodologies & Tools Survey

- Survey completed by 30 respondents – currently analysing results

2018/19 Focus

Change Methodologies and Tools

- Focus on tools required from the survey

Innovation and Collaboration

- Primary focus on identifying and securing expert speakers in innovation and future thinking for full day conference on “Inspiring Positive Change in Complex and Uncertain Times”
- Survey on change tools led by Methods & Standards theme as first step of research on change toolkits in line with Transport Group recommendation, following previously rejected research funding bid
- Internal Collaboration includes presentation by Donna Unitt at APM Scotland Branch event in Aberdeen (November 2017), and joint half day events with Thames Valley Branch (June 2017) and PMO SIG (May 2018)
- External Collaboration progressed with Change Management Institute, with their involvement in full day conference and 2 EC SIG committee members attending a CMI event

Membership, Communications and Events

- Membership stands at 676 followers
- Summary of events:
 - Full day conference 22/3/18: “Inspiring Positive Change in Complex and Uncertain Times”
 - Evening event 21/6/17 (Transport Practitioner Group joint with Thames Valley Branch): “Changing Transport”
 - Evening event 28/11/17: “Managing Change Guide Launch – Do 70% of Change Projects Really Fail?”
 - Evening event 30/11/17 (joint with Scotland Branch): “Change Management in a Project Environment”
 - Webinar 12/9/17: “Cross-organisational change in a complex environment”
 - Webinar 6/2/18: “Staffordshire Fire and Rescue Service - A Journey of Change”
 - SIG represented at APM Conference 25/4/18

Membership, Communications and Events

- Upcoming events:
 - Half day event 23/5/18 (joint with PMO SIG): “PMOs and Organisational Change”
 - 2 Webinars (TBC)
- Interact with us:
 - Twitter: Enabling Change SIG: @apmecsigsig #APMchange
 - <https://www.apm.org.uk/community/enabling-change-sig/>

Change Practitioner Groups: Transportation



- Group has made substantial progress since formation in 2015, and 2017/18 has seen a strong focus on in-depth knowledge sharing on topics of particular relevance to member organisations
- Very successful knowledge sharing event held at Heathrow in June 2017 hosted by British Airways, including case study of successful terminal move at Gatwick Airport
- Led to reinvigorated membership and workshops to define and prioritise next stage of work programme in Autumn 2017
- 2018 work focusing on:
 - Good practice in developing “big picture” business architecture of change
 - Definition of change management for transport sector
 - Requirements and stakeholder involvement

Change Practitioner Groups: Public Services



- Several qualitative interviews undertaken with public sector Change Practitioners resulted in a draft report into six key success factors for change within the public sector
- This was published by the APM on 18 May 2017: *The Successful Delivery of Change in the Public Sector: Getting It Right*
- Insights from the report shared in blogs during Summer 2017
- Webinar on 6 February 2018 given by Becci Bryant, CFO/CEO of Staffordshire Fire and Rescue Service's *Journey of Change* and included in the syllabus for IPA's Project Leadership Programme
- Group Membership / Changes - relaunched in March 2018
- Objectives in Terms of Reference reviewed for 2018:
 1. Act as 'Steering Group' to Change Leadership Strand in APM research project (part of 'Project X')
 2. Investigate different approaches to public sector organisational restructuring and identify learning / best practice / recommendations
 3. Document current approaches to Programme/ Change Management training to see how a more integrated approach could improve outcomes.

Public Sector Research Report



<https://www.apm.org.uk/resources/find-a-resource/successful-delivery-of-change-within-the-public-sector-getting-it-right/>

THE CHARTERED BODY FOR THE PROJECT PROFESSION

Report Recommendation Themes



Two public sector dimensions:

- Developing Organisational Capability:
 1. Maintaining strong and consistent leadership
 2. Communicating a coherent vision and a clear goal
 3. Embracing a culture of disciplined planning/realistic timelines
 4. Establishing sufficient investment for end to end change.
- Accountability to the public
 1. Engaging stakeholders early and throughout the change
 2. Ensuring sustainability beyond the life of the change project

Example: Staffordshire Fire & Rescue Service

Change Practitioner Groups: Utilities

- Analysis undertaken to understand “as is” position and potential work priorities, including mind maps, Ansoff Diagram, stakeholder analysis and SWOT analysis
- Survey issued recently to understand change approaches and tools used by member organisations
 - Extended to non-members as a comparator
- Following recent change of Chair for this theme, engagement with key contacts in utilities organisations underway, and future plans include:
 - Review of intended Change Practitioner Report - How Change is Facilitated in the Utilities Sector (working title)
 - Analyse results of the APM Change Management Utilities survey to inform content of the report
 - One key output from the report to be ‘what do we as change practitioners need to consider or do differently’ and to identify the elements of change practitioners see as the most valuable within their own change programmes and whether specific to the utilities sector.
 - Assess the change frameworks/tools referenced in the APM Introduction to Managing Change publication in terms of their relevance and use within Utilities
 - Continue to increase depth and breadth of stakeholder engagement

Change Practitioner Groups: Manufacturing

- Currently in formation following initial meeting
- Potential work topics include:
 - People impacts of change
 - Sudden disruptive change
 - Delivering change whilst keeping the manufacturing operation going
 - Sustainability and realising benefits
- Arrangements to be confirmed following further meeting proposed for late June



Thank you