

Business Readiness Approach

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Project:

Purpose

The following document details the proposed business readiness approach and framework.

Business Change

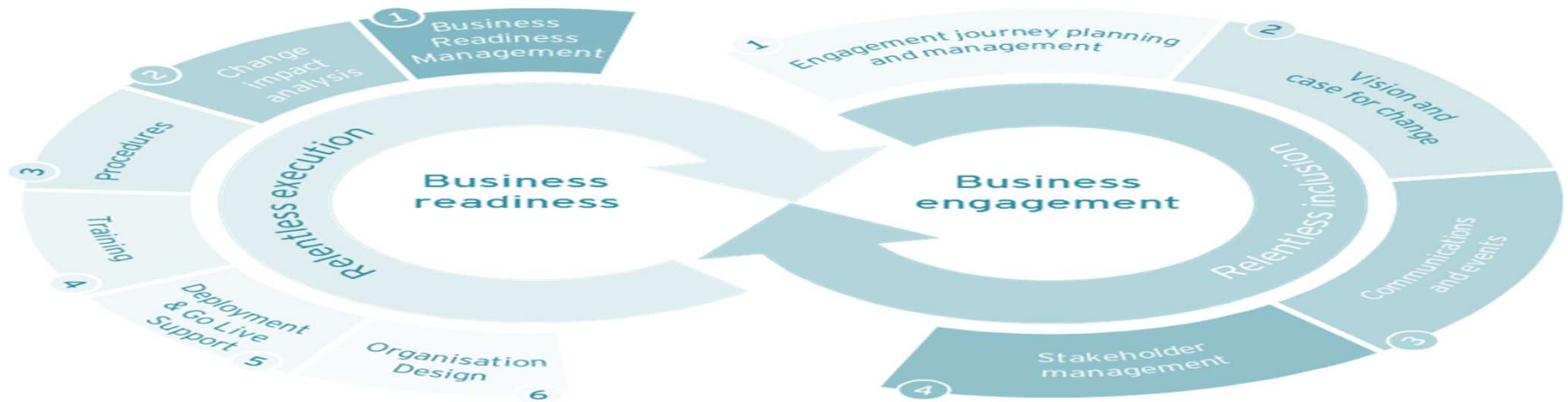
Business Readiness

Business Readiness Framework L1

Immediate Next Steps

Business Change

For successful and sustainable transformation, Business Readiness and Business Engagement are equally important, must be undertaken simultaneously, to the highest quality throughout the programme lifecycle.



Business Readiness

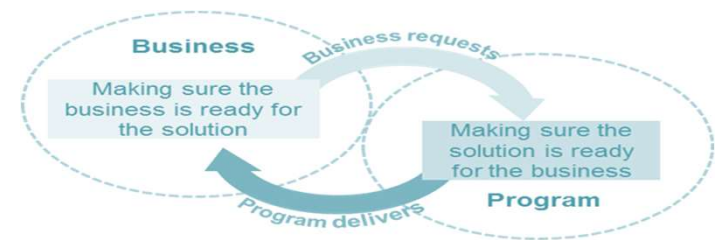
Sustainable change relies on preparing the business for the change well in advance of Go Live.

Many large-scale change programmes fail to deliver benefits due to common implementation challenges – its people are not equipped for the change and its processes, procedures and systems are not aligned to the change.

For the business to be 'ready' to implement and sustain the change, it needs to know well ahead of time what it needs to do to get ready, and the programme and the business need to partner effectively to make it happen

The 'Business Readiness Framework' will allow the wider business to effectively manage the readiness journey building confidence in the programmes ability to deliver while managing the perception of change.

Focus is on aligning people, systems and processes to the new solution in a way that minimises business disruption and embeds the right level of risk management.



Business Readiness

What is it?

- Business readiness forms the umbrella framework for a number of activities covering:
 - Change Impacts Analysis
 - Procedures
 - Training
 - Organisation Design
 - Capability Development and Deployment
 - Post Go Live Support.
- Although these activities span a number of different owners with dependencies on individuals and teams they need to be factored into a consolidated plan.

Why?

- Lack of sufficient business readiness activity is the most common reason why system-enabled change projects fail to deliver and embed within an organisation.
- Business Readiness activity identifies critical actions needed before a solution can go live and ensures they happen to the right quality at the right time.

Business Readiness Framework

The Business Readiness framework is critical to any large change programme as it sets out the following:

1. Change Impact Analysis	Impacts understood to team and Agents, ready to be input into the role profiles and training needs analysis
2. Training	Technical, soft skills & behavioural training is successfully delivered and future training and development plans put in place.
3 Organisation Design	Business roles and structures are aligned to the required capabilities with appropriate levels of acceptance from key stakeholders
4. Capability Development	The correct performance management systems and incentives are in place to promote new behaviours and culture
5. Business Engagement	All key stakeholders engaged and have clarity on programme progress, scope, vision, timeline, outcomes
6. Business Procedures	Business policies and procedures are updated and communicated to reflect new ways of working
7. Business Continuity	Business Continuity Management procedures are updated, tested and deployed in support of new business processes
8. Transition	Transition planning is developed and agreed. Stakeholders have a clear understanding of Business As-Usual (BAU) requirements
9. 3rd Party Readiness	All 3 rd parties are ready to deploy and meet relevant quality / sustainability standards
10. Systems	All systems are designed, built, tested and deployed with necessary accreditations to meet the requirements of the business
11. Data & Reporting	Critical data is created fit for purpose (cleansed, audited, reconciled and migrated as appropriate), appropriate reporting and management information (MI) in place
12. Infrastructure	All sites ready for deployment
13. Benefits & Realisation	All key stakeholders agree on benefits (tangible and intangible) and are engaged, so the business is able to deliver against them
14. Customer Engagement	All customers are engaged as necessary and understand how the changes impact them.

- Sufficient resources must be committed to 'getting the business ready' early in the programme lifecycle
- 'People changes' should be aligned with 'process' and 'system' changes
- Business governance must be established and clearly defined. This includes a Manager's role as 'Leader of change'
- Readiness must be clearly planned and scoped, culminating in essential activities; training, deployment, and organisation design
- Go-live requires robust deployment and rigorous preparation
- Lessons learnt should be captured and fed into future phases.

Business Readiness Framework

Area	Criteria	Programme	Business
1. Change Impact Analysis	High level change impacts evaluated, updated and agreed with key stakeholders Detailed role change impacts conducted	Identify & Document change impacts	Ensure change IA fully addressed
2. Training	Training needs analysis conducted and training strategy in place Training materials developed and signed off by relevant business stakeholders Train the trainer sessions completed, materials, training types and exams evaluated and updated Training environment (systems, data etc.) in place Attendance tracking processes in place	Develop training strategy Conduct training needs analysis Develop Training Material	Support training strategy Define training schedules Ensure attendance at events
3 Organisation Design	Organisational design options identified Roles and responsibilities, reporting lines, governance and structures clearly documented	Org design and definitions	Active participation in discussions Agree roles and responsibilities,
4. Capability Development	Current performance plan per role understood Performance plans evaluated and updated	Develop shared talent	Recruitment / Redeploy Drive cultural change KPI's
5. Business Engagement	Stakeholder analysis conducted, specific engagement objectives and messages agreed Engagement activities deployed, progress tracked and logged Specific engagement levels surveyed and specific engagement objectives achieved	Define Engagement Approach Stakeholder management Plan engagement events Roll out communications Measurement engagement	Active participation in Events Line manager responsibility to reinforcing messages to teams outside of events
6. Business Procedures	Business process catalogue updated over duration of programme Procedures updated to programme requirements Procedures, policies and processes updated in alignment	Identification new processes & procedures Develop detailed process maps	Support procedure changes Validate and sign-off new procedures Test new procedures
7. Business Continuity	Business Continuity Management (BCM) processes clearly documented and ownership established All relevant stakeholders are engaged and responsibilities are clearly communicated BCM processes trialled and tested	Define scope, approach, and plan Drive BC procedure development	Identify and develop BCM test Roll-out new BCM documentation

Business Readiness Framework

Area	Criteria	Programme	Business
8. Transition	Interim processes clearly defined, documented and agreed Timelines and milestone flexibility per process agreed with business owners and staff Training on transition processes completed	Develop Business Readiness Approach Establish Business Readiness forum	Business readiness testing Post go live support
9. 3rd Party Readiness	Transition processes clearly defined, documented and agreed Training on transition processes completed	Provide requirements for 3rd parties Facilitate tripartite discussions	Training for 3rd parties 3rd party readiness assessment
10. Systems	Existing systems adapted where necessary and new systems put in place to meet requirements Systems trialled and tested Evaluation and monitoring processes of systems in place	Define scope and delivery plan Arrange user testing	Conduct User acceptance testing Validate and sign off
11. Data & Reporting	Integrated Data capture, MI and reporting for transition period and BAU agreed Integrated data capture and reporting and MI tested and implemented	Data Architecture and systems Operational reporting and dashboards	Data cleanse Data quality checks
12. Infrastructure	Technical infrastructure sized and integrated to maximise end user experience Property and supporting equipment in place and fitted to required state Infrastructure for BCM is put in place	Agree cutover strategy Prepare deployment approach	Support cutover readiness activities
13. Benefits & Realisation	Financial and non financial benefits identified and agreed with the executive teams Function specific benefits identified and actions and owners agreed with key stakeholders Benefits realisation tracked and discussed with key stakeholders	Identify and measure benefits Define new benefits	Agree new benefits with programme track performance against benefits Track benefits against delivery
14. Customer Engagement	Customer analysis conducted, specific engagement objectives and messages agreed Specific engagement levels surveyed and specific engagement objectives achieved	Define customer engagement	Identify Customers to be engaged

Immediate Next Steps

1. **Identify Business Readiness Activity** - Outline key activities across the programme which need to be performed by both the programme and business. In addition to identifying key dependencies and critical milestones.
2. **Create A Resource Plan** - Provide a view of what resource is required and available to support implementation both from within the programme and the business to deliver business readiness activities on time. This should be assessed by sub-workstream and captured in resource plans at department level.
3. **Establish Business Readiness Support Network** - Identify designated business leads who are accountable for the implementation of activities within their respective functions
4. **Implement robust governance tracking** - To measure and track progress against activity and resource plans via working Log and regular business forums