

Mobilisation

A high-level view

A different perspective on mobilisation of change

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Version 1

MOBILISATION

We asked one of the most experienced change leaders a very simple question:

“When looking at taking on the delivery of a large and complex programme, what would you be looking for?”

He thought for a few minutes and said:

“I would ask nine questions to see how well it’s set up”

Not “a few”, not “about 10”, but a very specific “9”.

On the right are his 9 things!

Question	Why the answer is important
1 <i>Is there commitment from the top?</i>	Commitment is imperative and without it progress will be hard to maintain, with support waning and resources becoming unavailable
2 <i>Are the executive ready to support?</i>	Every programme needs a range of support, from other programmes, business areas, central functions and other partners
3 <i>Is the end-state understood?</i>	Clarity keeps everyone focused on a shared vision, and helps ensure we make the right decisions throughout the journey
4 <i>Can we deliver in chunks?</i>	Big-bang is seldom the right choice, requiring a rigour that most organisations don’t have. Broken down, the task becomes easier
5 <i>Have we the capacity and capability?</i>	Capacity, capability and experience are all needed, and at a level that matches the different needs of the programme at different times
6 <i>Can we demonstrate early success?</i>	It is too easy to lose confidence without delivering something that is meaningful, as soon as possible
7 <i>Are we communicating well?</i>	The most important questions are always around communication. The bigger the programme, the better the communication needs to be
8 <i>Do we understand the risks we face?</i>	The more complete the understanding, the less the likelihood of unpleasant surprises during the programme life
9 <i>Do we have the processes and tools?</i>	Whilst we should never start with the mechanics of change, they are important, especially when they underpin the approach (such as Agile)

These questions occur in more detail in the accompanying diagnostic