Mini-guide to Accelerating Change Delivery

PARTNERS IN CHANGE

Implementing changes within an organisation requires time, but there are moments when you review the plans and the progress, and question if that time can be shortened. The good news is that it often can be, though it's important to weigh the trade-offs involved. This guide explores potential actions you might take and the considerations that accompany them.

What might we consider?

1 - Risk
Can we cut some corners to speed up?

2 - Resources
Could additional resources help?

3 - Quality
Are we over-engineering the solution?

4 - Scope
Do we really need to deliver everything?

5 - Budget
With more money, could we deliver sooner?

6 - Schedule
Can we shave some time off the plans?

Risk - Can we cut some corners?

All change initiatives involve risks that project managers must consider. To deliver faster, some corners can be cut, such as rolling out a new technology before fully understanding all of the required facilities. While risky, this approach may save time.
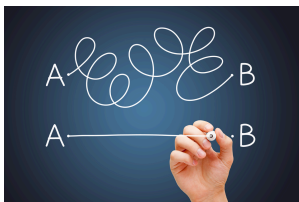

Reviewing the risk log is important. If currently managing a risk significantly prolongs the plan, explore alternative strategies to mitigate its impact on the timeline.

What you are doing is a <u>new risk</u> - make sure it's managed.

Resources - Could additional resources help?

Wise people know that adding resources to a project running late just makes it later. Additional resources take time to become acclimatised, are subject to the same limitations (access to SMEs etc.) as everyone else and they detract everyone's attention.
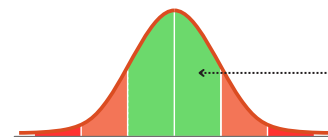
Both under-resourcing and over-resourcing can be problematic. Try to get the balance right.

Understanding and addressing critical resource gaps can positively impact timelines, and outsourcing key activities to those with the right capabilities can be a sensible solution.

Quality - Are we over-engineering the solution?

At the beginning of a change initiative excessive brainstorming can lead to over-specification, wasting time and resources, and often resulting in ineffective or inappropriate solutions.

To avoid this, breaking down requirements into *Must*, *Should*, *Could*, and *Won't* is helpful. This type of approach is integral to Agile delivery but is applicable to all change initiatives.
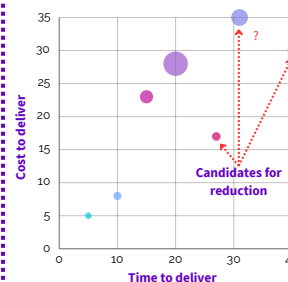

At kick-off!   **As delivered**   **What was needed**

Scope - Do we really need to deliver everything?

If you reduce the work to be done - the scope or requirements - then you might save time and speed up delivery of the end-product. Firstly, understand the 'low hanging fruits'.

These are the elements of scope that are taking more time and effort to deliver than perhaps they are worth.

This gives you a great decision-making tool to take to Steering to gain the necessary approval.

Budget - With more money, could we deliver sooner?

If possible, outsource some activities to experts to expedite delivery.

Review the plan for budget constraints that hinder progress and consider if increased funding can help resolve these issues.

Assess if automation can help transition team members from low-value repetitive tasks to higher-value delivery work.

Additionally, consider funding overtime for specific areas, but limit prolonged use.

Schedule - Can we shave some time off the plans?

To refine the plan, consider these points:

- Efficiency: Combining multiple releases to reduce testing, deployment, and training efforts.
- Simplification: Lowering performance requirements to ease infrastructure and technical testing.
- Processes: Eliminate non-value-adding steps or postpone such activities until after go-live.

Be mindful of the tradeoffs in these decisions and avoid creating false progress by arbitrarily ending phases.