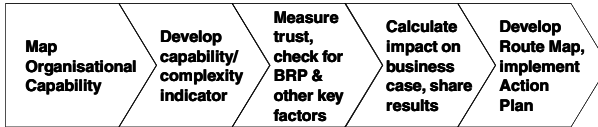


Carrying Out an INPACT Assessment

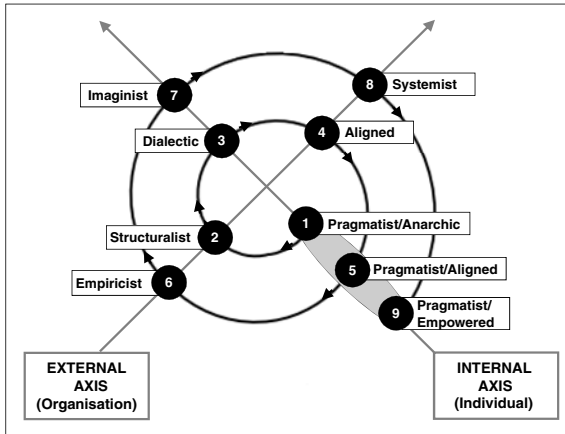


The objective of an INPACT Assessment is to quickly gauge the capability of the organisation and whether they are likely to succeed in getting the planned benefits from the project they are embarking on. A typical assessment consists of the following steps:

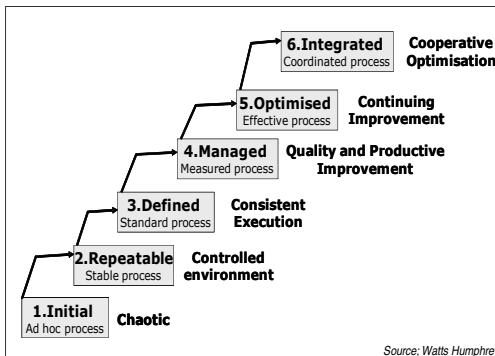
1. Map the Organisational Culture and Business Process Capability and combine these into an Organisational Capability indicator.
2. Test for shared objectives, assess the complexity of the project and analyse the gap between your capability and the complexity of your project.
3. Look for other factors that will impact on your success, such as the levels of distrust in your organisation, the lack of a robust Benefits Realisation Plan, lack of influence on external stakeholders or the appropriateness of the IT solution.
4. Calculate the potential impact of these indicators on the business case and share the results with your senior management to gain their ownership of the issues.
5. Develop a Route-Map and implement an Action Plan to overcome the barriers and mitigate the risks.

1. Map your Organisational Capability

Use descriptions in Chapter 3 to identify the predominant organisational culture in your organisation (or that part of the organisation affected by the change project).



Assess your business process capability maturity using the CMM model in Chapter 4.



Combine the results as described in Chapter 4 to position your organisation’s capability to manage change and take advantage of modernization and transformation projects.

ORGANISATIONAL CAPABILITY					
Organisational Culture	Business Process Capability				
	Level 1	2	3	4	5
1. Pragmatic/ Anarchic	Low	Low			
2. Structuralist	Low	Low	Med		
3. Dialectic	Low	Med	Med	Med	
4. Aligned	Med	Med	Med	High	High
5. Pragmatic/ Aligned			High	High	High
6. Empiricist			High	High	High
7. Imaginist			High	High	V.High
8. Systemist			High	V.High	V.High
9. Pragmatic/Empowered			V.High	V.High	V.High

2. Test for shared objectives, assess the complexity of the project, analyse the capability/complexity gap

Ask the three linked questions of key stakeholders and score the responses:

- In your view, what are the main objectives and benefits of the project?
- Who is responsible for delivering the benefits?
- What are your responsibilities in the project?

A lower than 75% score indicates a lack of consistency in people’s perception of the project’s objectives that will undermine take-up later in the project.

Now ask the questions of your stakeholders that will allow you to plot the three complexity factors. This establishes where your project lies actually on the scale of ‘Simple’ to ‘Too Complex’, as opposed to where people think it lies.

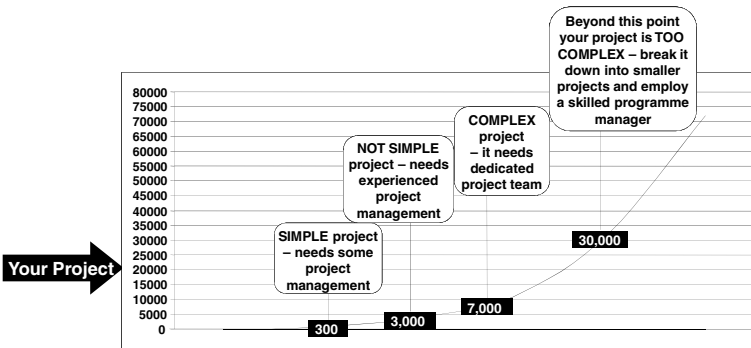
The Change Equation

Stakeholders: the number of people involved (an approximation might be those stakeholders represented on steering and project groups)

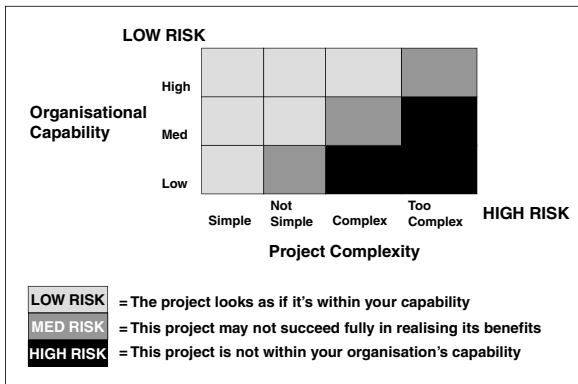
Processes: the number of business activities and processes that will be affected (for example the number of manual processes an automation project will 'touch' and change)

Time: Expected implementation timescale in months (from issue of spec/ITT to planned completion of roll-out)

Map the results on the exponential complexity scale.

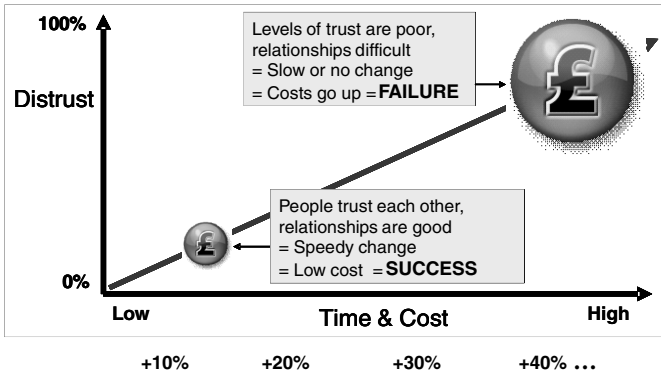


Put the results of the complexity measurement into the context of your organizational capability to show the **relative** complexity of the project.



3. Look for other factors that will impact on your success

Distrust: Identify the level of distrust between stakeholder managers, their own managers and staff and map this to show the potential impact of distrust on your project:



Benefits Realisation: Ask the two questions in Chapter 14 and assess the likelihood that claimed benefits will actually be realised.

Yes/Yes (Low risk)	We would expect this project to achieve the planned process efficiency benefits.
Yes/No or No/Yes (Medium risk)	The desired improvements will only happen if operational managers are given clear responsibility for adopting the new processes and redeploying released resources.
No/No (High risk)	Unless you develop a formal benefits realisation plan and ensure that operational managers are made accountable for adopting the new processes and redeploying released resources, you will not achieve increased productivity from this project.

External stakeholders: The project may involve stakeholders that are outside the project manager's sphere of influence, such as suppliers or partnering organisations. These can have a significant

impact on the project. If you suspect that this is the case with your project, include an appropriate weighting when you calculate the potential impact in the next step.

IT solution: Similarly, if your project revolves around the introduction or upgrade of an IT system to drive and support new, more efficient ways of working or give you capabilities to scale up or deliver new services, consider the five key questions in Chapter 13. If they indicate an overall 'Low' score, include an appropriate weighting under that heading in the next step.

4. Calculate the potential impact of these indicators on the business case and share the results

Each of these measures can be used to calculate the potential impact of the barriers on the project's business case. Each will have an impact on either the project's costs and timescales or the levels of savings and revenue benefits, if the underlying causes are not addressed. Plot your findings on the table, giving a weighting % for each based on the indicators and your own knowledge of the more detailed story that lies behind the scores, along the lines shown.

Each indicator will be your assessment of the increased cost and/or timescale, or reduction in revenue benefits, based on the data you have collected, combined with your experience. So these figures *are* subjective, which is why I have called them indicators.

15. Carrying Out an INPACT Assessment

Component	Status	Potential Impact	
		Time/Cost + %	Benefits - %
ORGANISATION CAPABILITY			
Organisational Culture Map	H/M/L		
Business Process Capability Maturity (incl visibility of process)			
PROJECT			
Clarity of objectives	Disparity %		
Complexity of project	Simple/Not Simple/ Complex/Too Complex		
Project Resource Plan	H/M/L		
DELIVERY OF PROJECT			
Trust & Relationships	%		
Benefits Realisation Plan	YY/YN/NN		
Line Resources Plan	H/M/L		
OTHER FACTORS			
Role of external stakeholders	H/M/L		
Robustness of IT Plan	H/M/L		
Total potential impact on project timescales/costs		+ %	
Total potential impact on benefits			-%
Overall impact on ROI – break-even			

As you collect case study evidence of project assessments, you will be able to firm up on these figures, establishing benchmarks against which your assessment can be compared.

I have found that the most effective way to use these indicators is to run a workshop after an assessment, at which the key decision-makers are represented. Bring together senior managers, process users and stakeholders and use the model to open up the dialogue.

That will enable senior managers and stakeholders to recognise the capability limitations of the organisation to manage the proposed changes – and begin to focus on tackling the barriers to success.

Sounds like a Dialectic style approach, doesn't it. That's no accident. It is usually that style that is missing in most projects.

I put up my assessments and ask people to challenge them, which they usually do, energetically! Don't let that put you off. The purpose is to negotiate a compromise figure which is acceptable to the participants and gives them ownership of the issues, but which still allows you to insert something in the column each time. Then do the maths. If you have agreed a set of quantified barriers, the table will demonstrate quite clearly what the impact would be on the business case if nothing is done about them.

And the fact that you have arrived at the figures together, ensures they are 'owned' by everyone around the table.

Notice what this approach is doing – it translates 'soft' issues into language that senior managers understand: figures, impact on ROI... You are shifting the problem across into their model of the world.

If the project was unrealistic but your senior management had not been prepared to accept the fact, you can be confident that this approach will achieve a shift in their mindsets. If you needed more resources to implement the project than was being offered, this should improve your prospects of getting them. And if the problem actually lies in the weakness of the organisation's capability, this should emerge without you pointing any fingers.

5. Develop a Route-Map, implement an Action Plan

You have carried out the assessments, have come up with some findings and have gained senior management buy-in to your conclusions – or at least a watered down version. What now? The next step is clearly to come up with a Route-Map and an Action Plan to deal with the issues that you have uncovered, so that's what the next chapters will deal with – first the Route-Map.