

Your transition to Go-Live



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Planning

Having a clear plan for the Transition Phase will prevent missed opportunities.

- This is about putting into action your Design Phase plans to ensure that the change is a success
- If the transition isn't successful, people will tend to continue in their former ways of working
- By increasing employee involvement in transition planning, employees are more likely to:
 - Take ownership of the new ways of working
 - Be clear on how they contribute to the wider picture
 - Understand what the future looks like and how things will work

What, when and how

Your Transition Plan gives the **what** and the **when**, but you also need to think about the **how**.

- As in the Design Phase, you need to build on the reasons for change and reduce the challenges and problems
- Maintain the momentum of your change and work towards effective integration
- Be clear on who owns the overall Transition Plan, and who owns which aspects of the new ways of working
- Where possible, those who are accountable for the new ways of working should be allowed to control **how** the transition of those activities take place

Communicating

Any communications about the Transition should contain:

- WHEN - do we go live?
- WHY – on this date?
- WHO – needs to know?
- HOW – will they know?
- WHEN – will they know?

It's crucial that this information is included in your communications and engagement activities

Position within the BCF

Where does this fit with the overall BCF?

- You started your Transition Planning during the Design Phase, but might not have completed it as:
 - The preferred solution was not confirmed
 - And/or there were other unknowns
 - And/or there were time constraints
- This means any plans that were drafted then, will have to be reviewed again now – the nature of the change could have altered as a result of the activities you did in Deliver
- Your Transition Plan should take activities through to the Integration phase
- The templates set out in Design may be a useful way of capturing all the activities

Go-Live

What does Go-Live mean?

- This will be the point at which people will roll out the new ways of working
- It's important to maintain momentum and ensure everyone is clear on how they can contribute to the new ways of working
- It is good to celebrate the success of Go-Live, but the change related to it should continue

Go-Live

Go-Live is the key point in the move towards integration.

- The full change process is not yet complete; it needs to be integrated and reviewed for continuous improvement potential
- You need to undertake further activities to ensure that the efforts so far are built upon, and not lost
- This will ensure the change is delivered and integrated so well that it's embedded as the new way of working now, and in the future
- It is only then that you will start to realise the benefits you identified in the Discover Phase

Supporting Go-Live

How can you support Go-Live?

Focus on progress and outcomes

- Emphasise why the change was required and how the change has progressed
- Be clear on what the outcomes are and how people should operate

Sponsorship

- Ensure your Change Sponsor and senior managers are visible during the rollout and actively support Go-Live

Ensure clear understanding – check readiness

- It's never too late to seek feedback from employees
- Take the time to ensure that everyone's clear on what Go-Live means and how they should be operating

Celebrate success

How can you support Go-Live?

- Whilst there's still work needed to **Integrate** the change, a lot will have been achieved
- Take the time to recognise the work that people have put in and celebrate what has been achieved

Recognise the impact on people

- Some employees may still be in a state of shock, denial or anger about the change
- Some may be unsettled because some of their colleagues have left the organisation
- Some will therefore take longer to adapt to the changes – don't expect everyone to operate at the same speed and in the same way from the very beginning of the new ways of working

BCF Links

How does this link to other phases of the BCF?

- Although you're not yet at the end of the change, you'll have completed a lot of the activity set out in the BCF
- By undertaking Situation Analysis, developing your Vision for Change and Solutions Options, ***and involving employees throughout***, you will be in a strong position to Go-Live
- As you move into Integrate Phase, you'll begin to emphasise your key messages so that you can embed the change

Review the plan

Now you're at the Transition Phase, it's a good time to review your change plan and success factors.

- The review will help to maintain momentum and ensure that the benefits of your change are tracked and monitored
- The review provides content for essential communication messages, reinforcing what has been achieved, the next steps for transition and embedding the change
- Success in achieving the change objectives is evaluated
- Lessons and best practice can be identified for future projects
- Change activity is successfully passed from the project team to the business leads and managers

Who does what?

Who should carry out the review and when?

- The project lead, business lead, managers and the project team can use project closure meetings or workshops to review the change plan
- It's important to reinforce how benefits from the change will be tracked and monitored, using relevant governance and performance management tools
- This could also be a good time to use the change evaluation survey tool to identify where people are in relation to the changes
- If your communication and engagement has been effective, you'd now expect employees to understand and commit to the changes
- It would also help to flag any risks that need to be considered during the Transition and Integrate Phases, and any opportunities for improvement

Things to check

What checks do you need to carry out?

- Were the objectives of the change clearly defined and measurable?
- Were the objectives of the change met overall?
- If not, why was this?
- What were the main reasons for not meeting the project objectives?
- What lessons can be learnt from this for the future?
- Were the objectives of the change met based on:
 - Cost, Quality, Time
 - Customer, Service Delivery and People
- Was the scope of the change clear and agreed?
- Were there changes to the original scope and were they documented?
- Was the planned scope delivered? If not what were the reasons for the variances?

Benefits

Benefits come in various guises:

Expected benefits of the change can be:

Direct – financial

- Financial (Value for Money): cost benefit/financial savings

Indirect – intangible

- Customer – feedback from customers/stakeholders
- People – change evaluation survey results
- Service delivery – performance measures

Outputs and next steps

Outputs

- Recognition of success and milestones achieved so far during the change
- Issues/risks that need to be addressed as part of embedding the changes

Next Steps

- Recognition of change efforts
- Plan for embedding the change to deliver the full benefits from the change, including communication messages to reinforce the vision for the change and benefits
- Share lessons and best practice for the benefit of future projects