

Change Management



The effective execution of change projects has to be a core competence of any organisation that aspires to long term success. In practice change management is often an organisational blind spot with endless examples of non delivery, cost overruns and uncontrolled risks frequently resulting in significant reputational impacts to an organisation. Badly executed change can significantly damage your business and Kingston Smith Consulting has a range of solutions that can help you consistently avoid that outcome.

Provision of programme and project managers

Kingston Smith Consulting is able to provide programme and project managers to support clients in the running of their portfolios of work. We will only provide staff that have a proven track record of delivery in a relevant field to the project they are supporting. These staff will work with the client to achieve successful outcomes and will adopt the style and culture of the host organisation. They will deploy proven tools and techniques, be committed to delivery of an excellent product and work closely with the sponsor and the

client's staff to ensure the objectives are achieved.

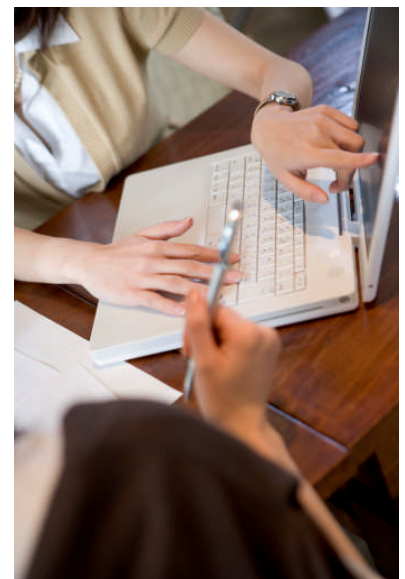
Design, build and operation of a Program Office

The establishment of a program office for a series of projects or a project office for a single large project is key to providing the control and necessary support to individual projects and programmes. These offices act as the central point for accumulation of information and the control mechanism for ensuring successful delivery. We have significant experience in the establishment and running of such offices and in the management of the resource, technical and financial conflicts between projects. Coordination of multiple changes is vital to avoid business disruption and inter departmental frictions and an open and honest reporting and communication structure will be established to manage or avoid such conflicts.

Project establishment

All organisations at some time in their business lifecycle will embark on major projects be they operational redesign, major technology implementations or a result of

corporate activity. The key to success or failure for a project is often a result of how well the project is established in the first place. Kingston Smith Consulting can help you design the objectives of the project clearly and to develop a clear plan with realistic timetables and budgets. Also vital is to ensure that the project has the correct governance structure and sponsorship, if action needs to be taken then people with the necessary authority must be involved, all stakeholders must be engaged and fully committed to the project and the resources required for the project



must be sufficiently ring fenced to enable them to allocate sufficient time to the project for its objectives to be met. We will assist the client to ensure that these key issues are built into the process of establishing the project.

Project health check

Organisations are reliant on the successful delivery of projects and this is achieved through confidence that the projects are on track and that there is a process to identify potential issues and resolve them promptly. Things go wrong when risks and issues go undetected and often this happens because the project team are too close to the detail. This can result in the project sponsor looking for an independent assessment of the health of the project. Kingston Smith Consulting is able to provide a rapid assessment of a project providing an independent assessment which will be detailed, fact based and informative. This will not be overly disruptive to the project and provide clear advice on the state of play and what needs to be done to get the project back on track.

Post implementation reviews

As a matter of course all major projects should be subject to a post

implementation review. Kingston Smith Consulting have experienced resources which can carry out these reviews in an impartial manner to provide clear advice on what has gone well and what hasn't with a clear articulation of the learning points that the organisation can take forward to use in future projects.

Change portfolio risk management

In larger organisations it is absolutely critical to ensure that the overall change portfolio is monitored for the risks it is putting onto the business. Typical organisations will have a much greater appetite for change than the ability and resources to deliver it. It is therefore important to optimise the project portfolio to ensure that it is providing the benefits the organisation desires taking into account the level of risk the business is willing to accept to achieve that change. This means ensuring that the program in the whole meets the aims of the business, there is the right mix of projects and resource utilisation is maximised without over stretching or over committing individuals resulting in single points of failure. It means stopping projects that are no longer relevant and not starting projects

where others of higher value to the organisation are still waiting to start. We have experienced project resources to assist organisations in this very important risk review of project portfolios.

Benefits tracking and realisation

In many organisations projects get started and seem to take on a life of their own. Ask any project sponsor and if they cannot articulate the benefits to the organisation of carrying out the project then it is off to a bad start. In fact it should be stopped until the business understands the benefits, which can be operational, financial, reputational etc. An ongoing review process carried out by the project office tracking the benefits delivery of a project is vital to avoid cost and time overruns but also as an aide to managing organisational expectations of delivery. Kingston Smith Consulting can help you establish a benefits tracking process at the outset or come in mind way through a project and review the project to establish whether it is meeting its aims and if not help to put it back on track.

About Kingston Smith Consulting LLP

Kingston Smith Consulting is the specialist consulting practice associated with the top 20 accountancy firm Kingston Smith LLP.

Kingston Smith was originally formed in 1923 and the firm has grown to its current position through organic growth and mergers. Kingston Smith is a member of KS International which is an association of independent accounting firms in over 50 countries around the world.

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