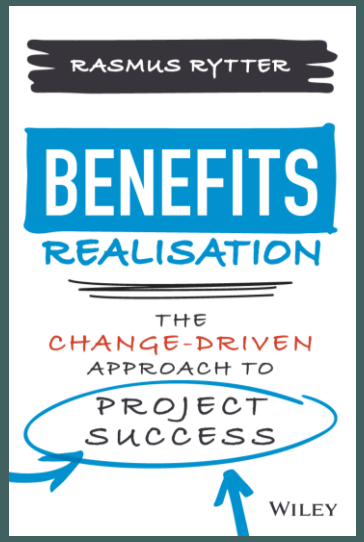
Realise your benefit potential by using a **practical approach** to benefits realisation and change.

BENEFITS REALISATION AND CHANGE



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A BIT ABOUT ME

Rasmus Rytter

Welcome

PROGRAMME

2:20	Introduction
2:25	Benefits realisation – design projects to create value
2:45	Our approach to change management and the link to benefits realisation
3:00	Q&A
3:10	Thank you for today

<50%

of the planned benefits are realised on public IT projects

(the ministries' own assessment)

Rigsrevisionen (Sep 2020)

18%

of the realised benefits are adequately documented

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of the planned benefits are realised on public change ~~IT~~ projects

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Rigsrevisionen (Sep 2020)

18%

of the realised benefits are adequately documented

The potential benefits are not being realised because we do not focus on the whole change project

Two things, we need to do:

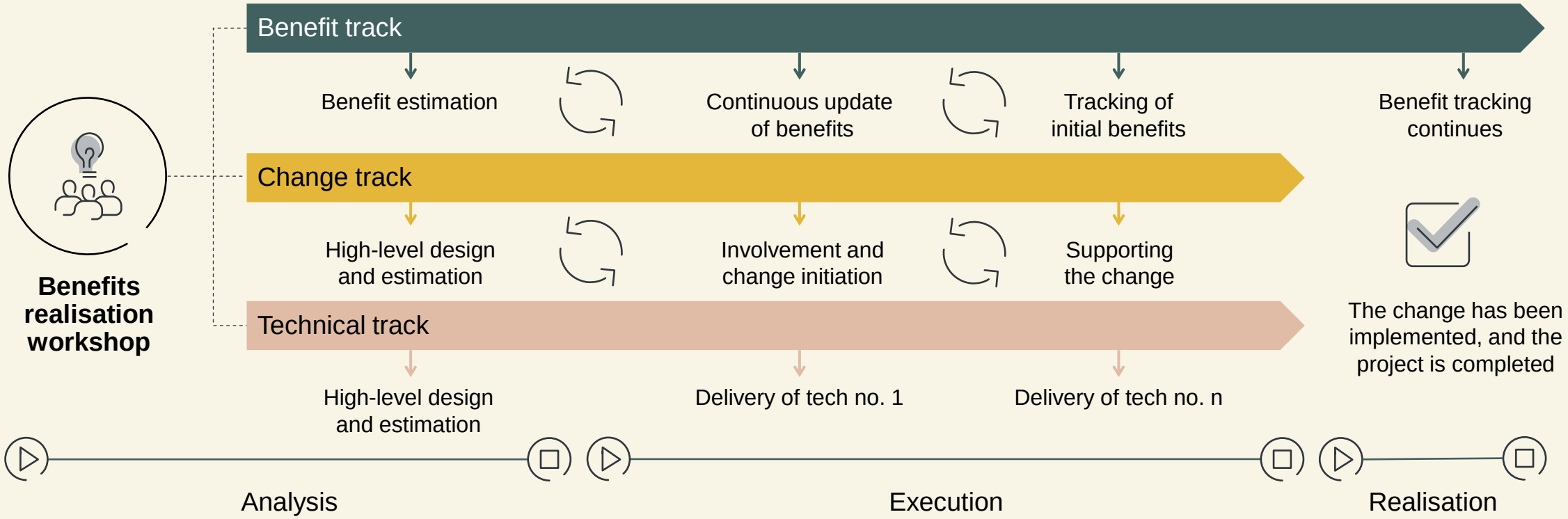
1. Propose a new view of (change) projects.
2. Make it **easy and practical** to work with change and benefits realisation.

Benefits realisation

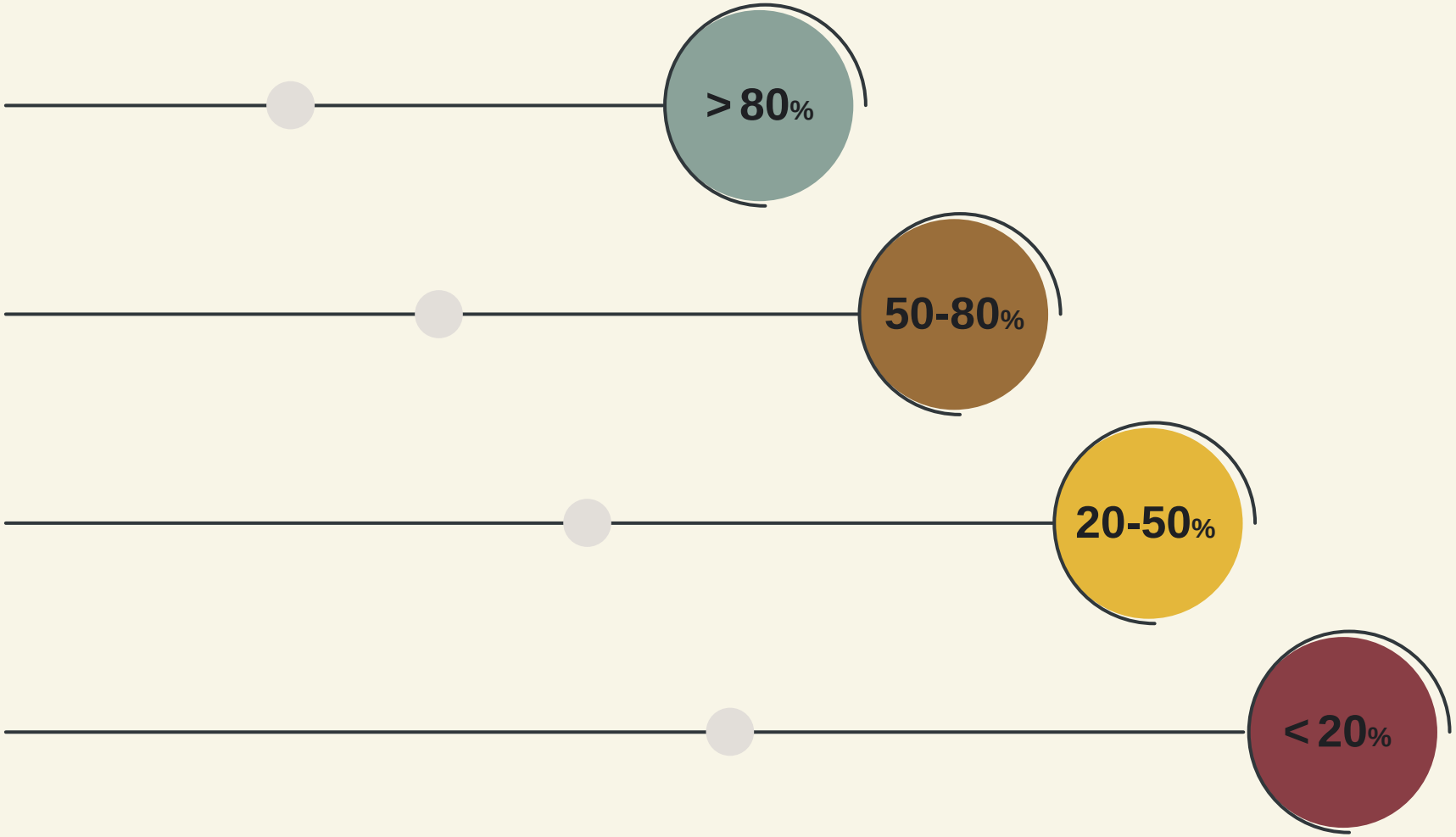
Change

Technical deliverables

The benefit-driven change model … makes the whole change project visible.

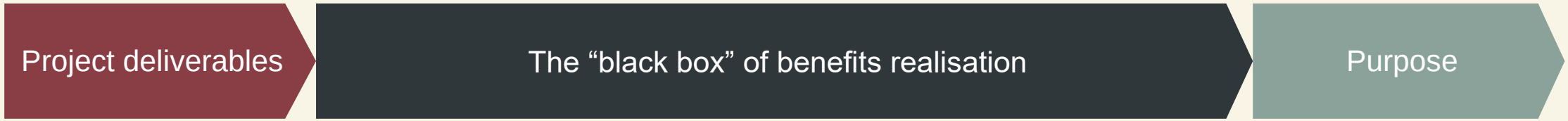


On average, how large a part of the benefit potential from projects and development initiatives is realised in your organisation?

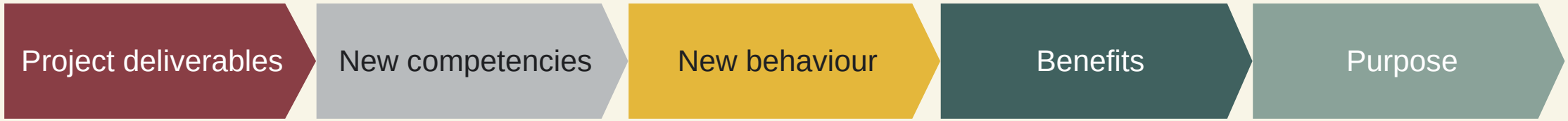


Time to reflect

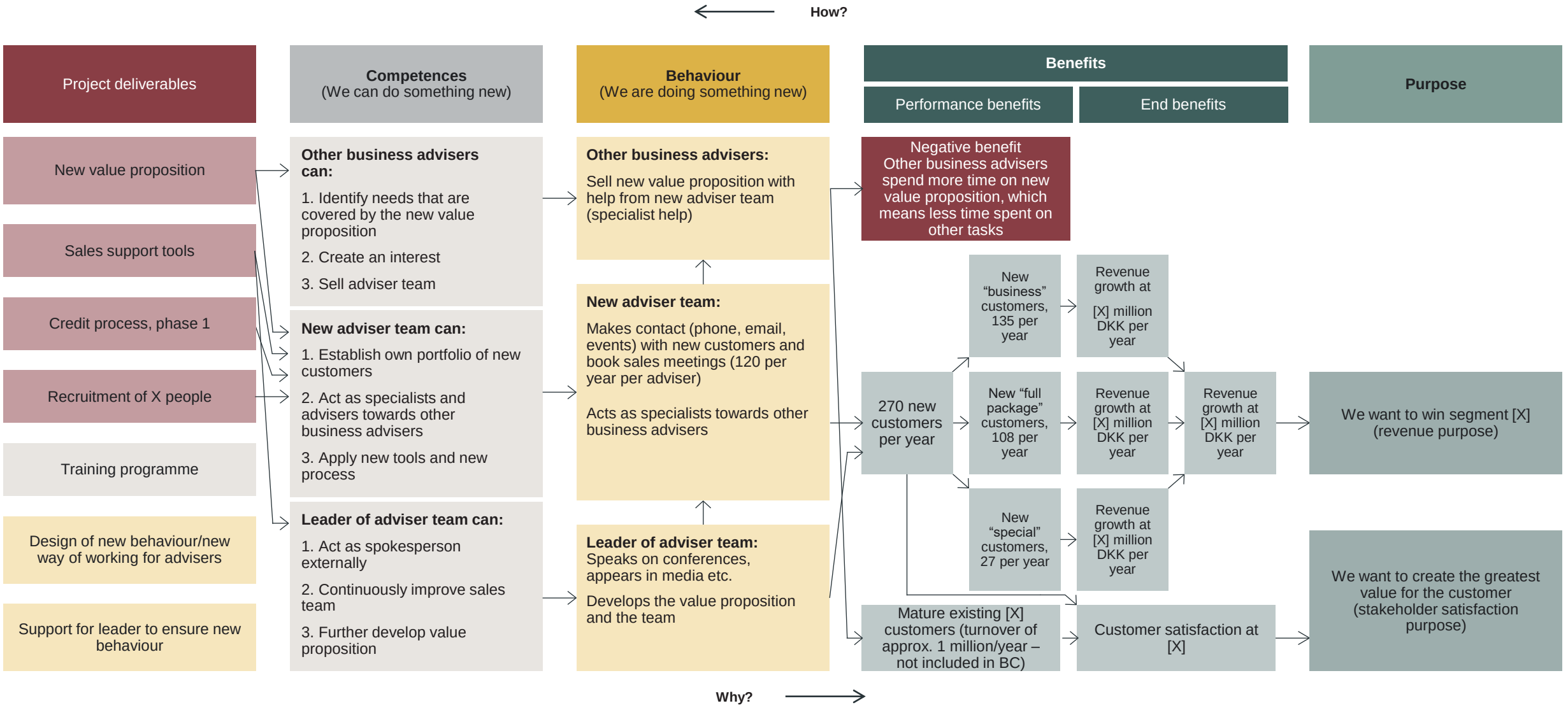
The benefits realisation process is often a “**black box**”



The benefits realisation process is often a “**black box**” – but it shouldn’t be!

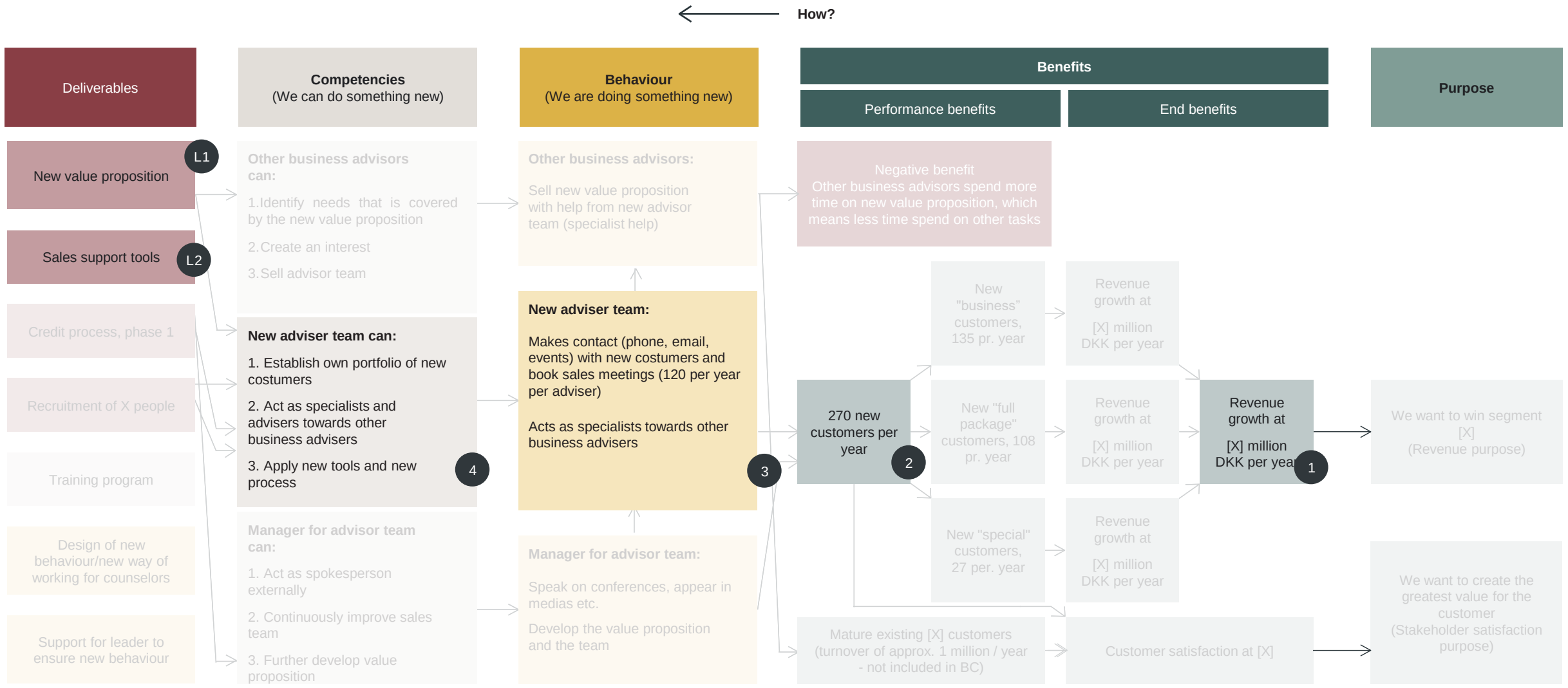


Benefit map: The “white coats” project from Nykredit (simplified)



[X] covers concrete figures. Number of customers is adjusted according to the correct figures

The benefits realisation highway



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The benefits realisation plan overview
- Make benefit reporting as simple as possible

Benefits and early indicators of benefit realisation				Project baseline and end target	
No.	**Benefit / early indicator of benefit realisation**	**Measurement**	**Owner**	**Baseline (year 0)**	**End target**
End benefits					
1	Increased revenue from new customers in segment X	CRM system report	Carsten Kruse (vice-director)	0 kr. (almost no customer growth)	X m kr. in increased revenue
Performance benefits					
2	New customers in segment X	CRM system report	Carsten Kruse (vice-director)	0 new customers	810 new customers after three years
Behaviour					
3	Advisors in ”new advisor team” conducts outreach sales and uses new sales process	Observations and CRM system report	Marianne (team leder)	0% conducts sales as agreed	100% conducts sales as agreed
Competencies					
4	Advisors are trained specialists in segment X, the new sales process and the new value proposition	Four case tests during training	Sofie (project manager)	0% has passed case tests	100% 0% has passed case tests

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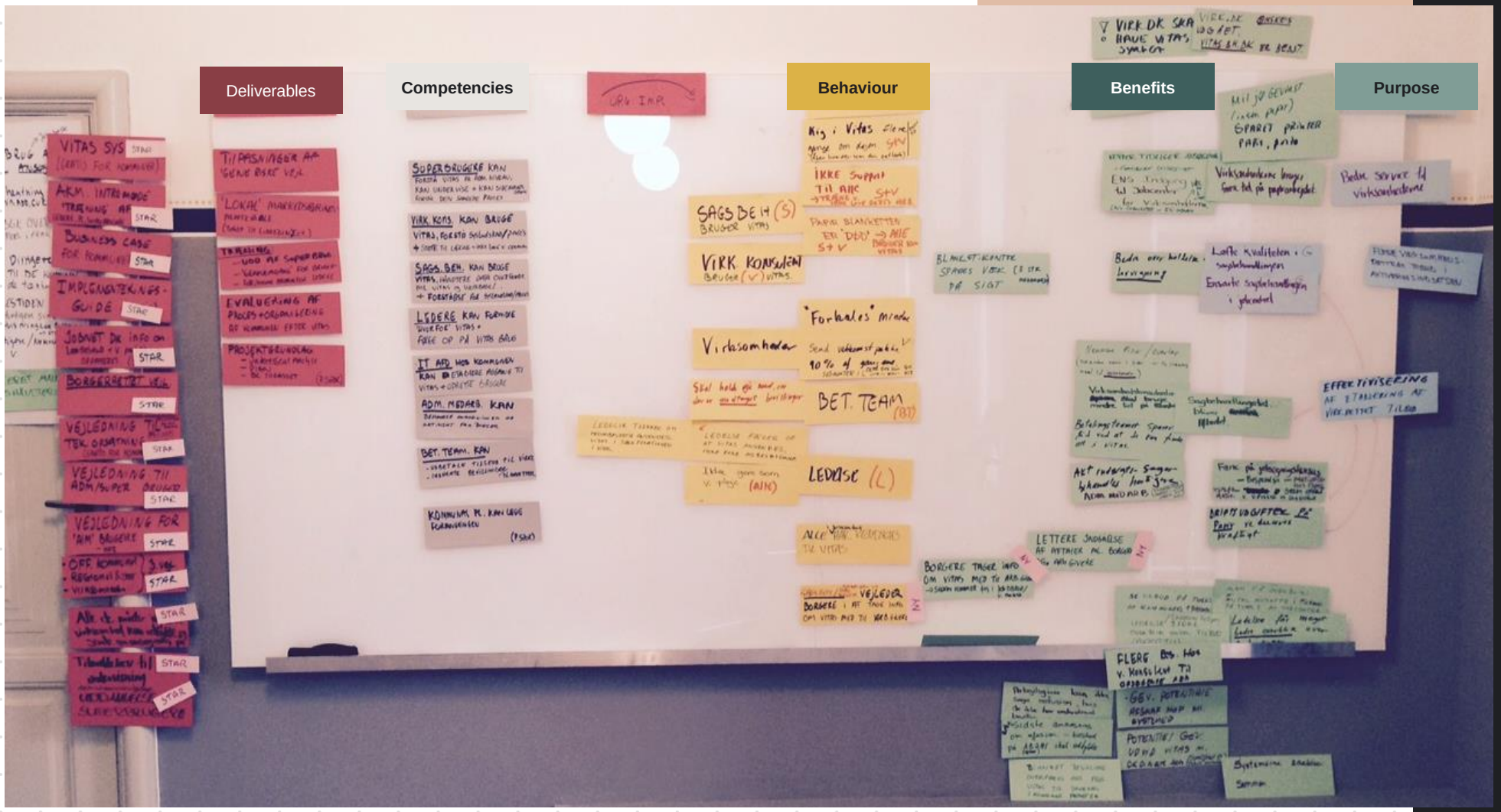
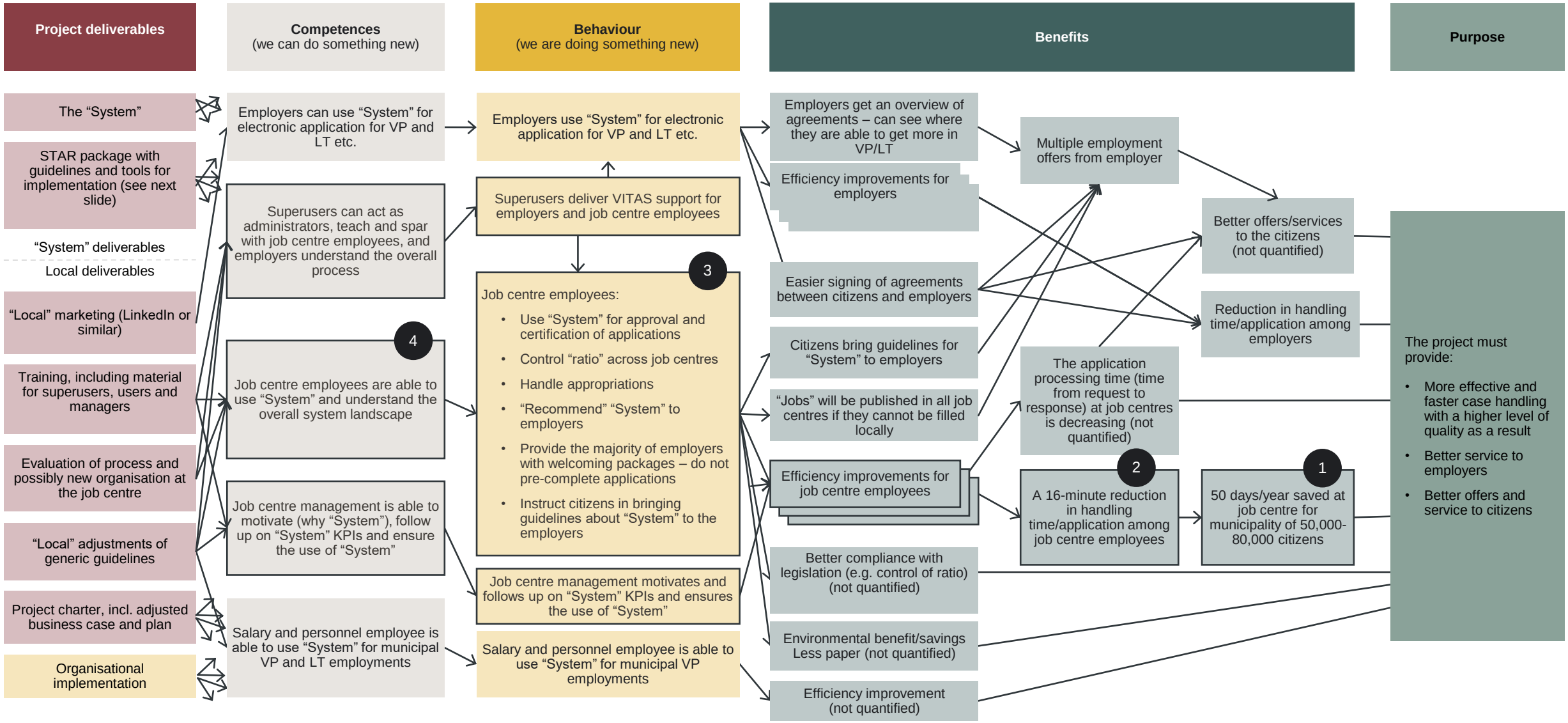


PROCESS OPTIMIZATION AND DIGITALIZATION

The completed benefit map – roles and deliverables are combined for an improved overview, and early indicators are added



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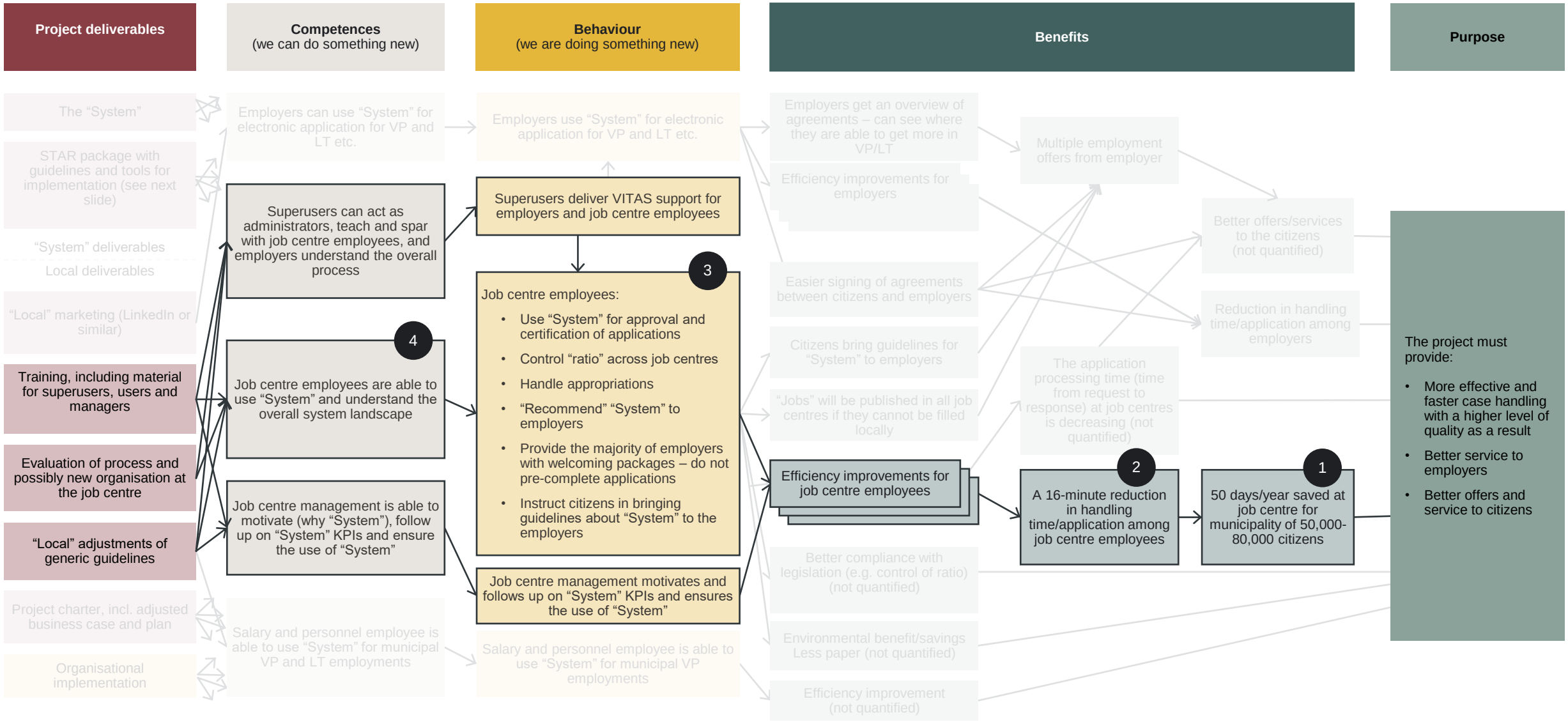

The job centre's KPIs

The black frames mark the most central parts of the diagram for the job centre's benefits realisation

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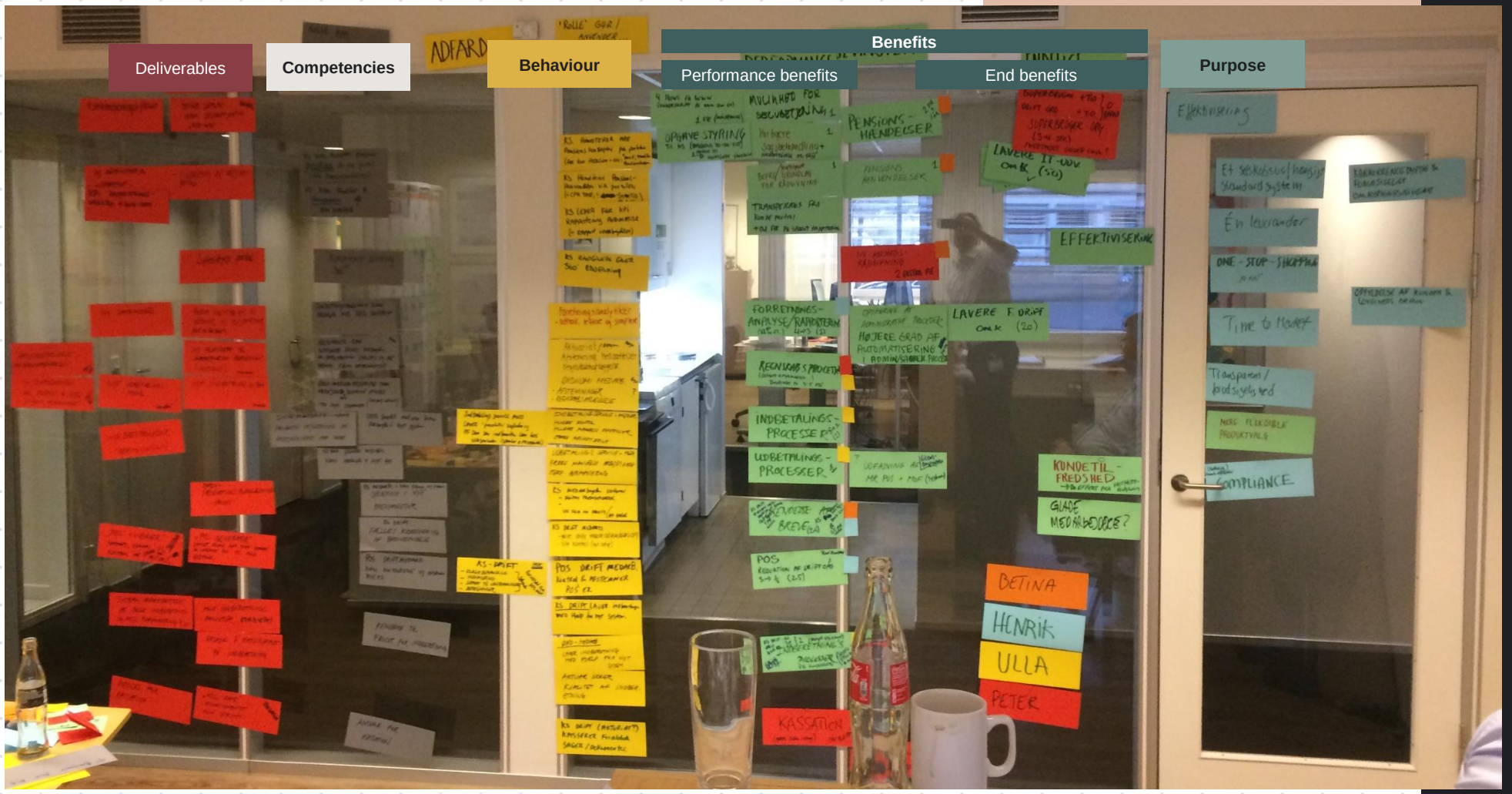
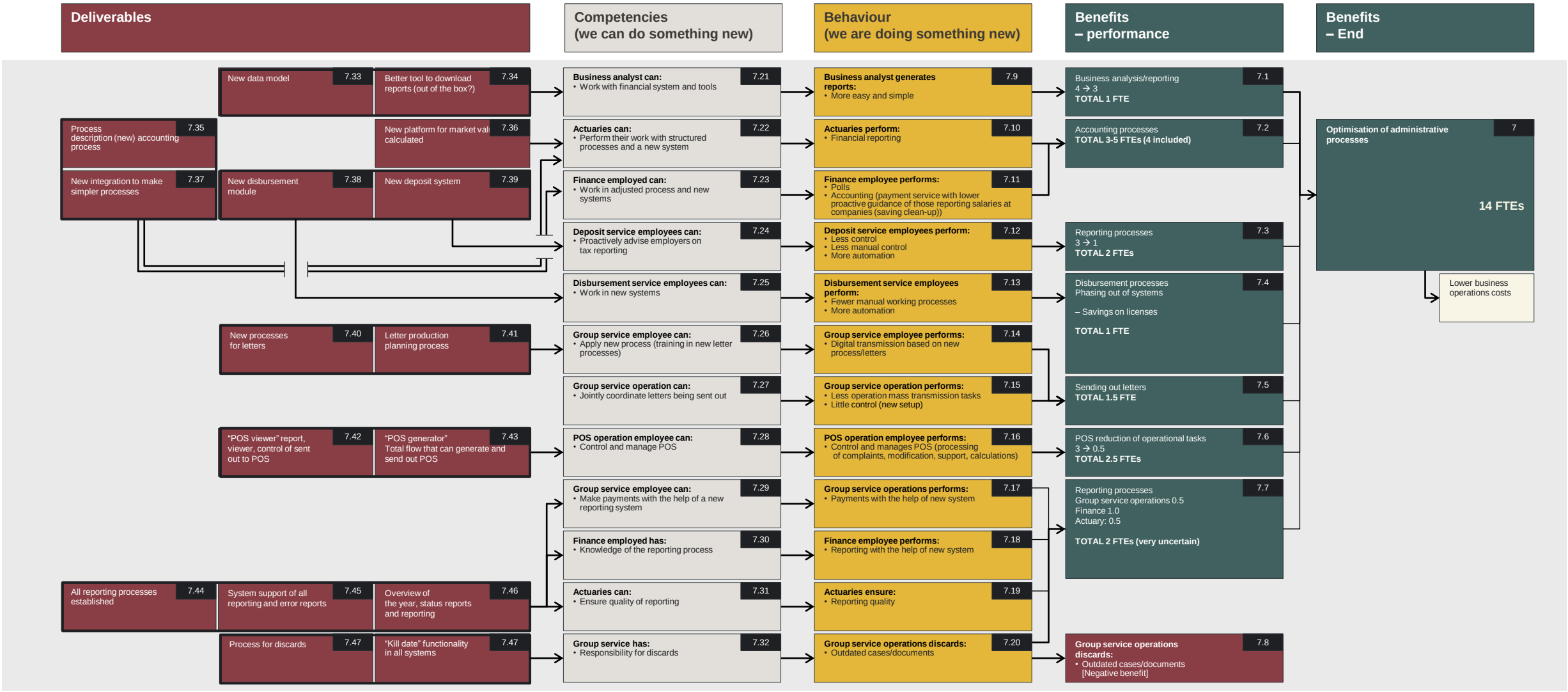
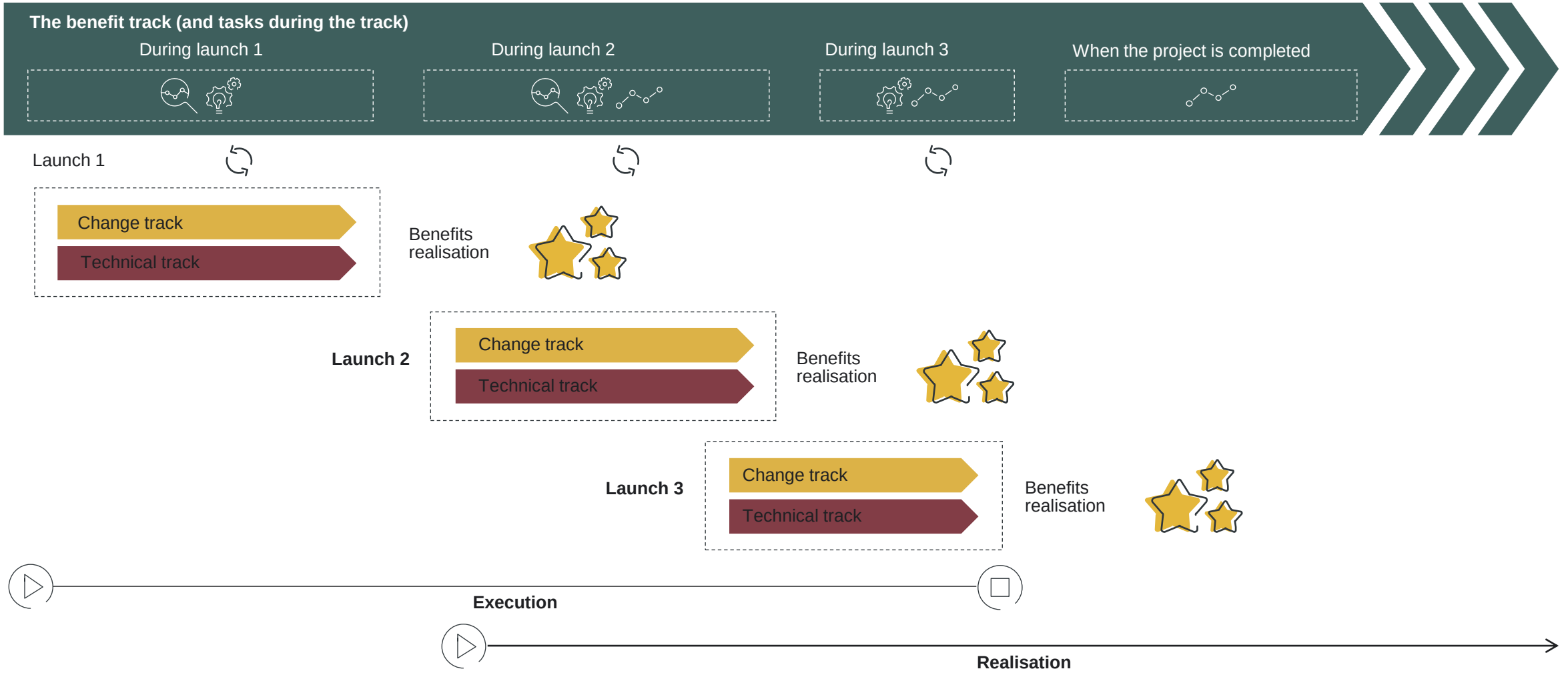
LARGE IT REPLACEMENT AND BUSINESS CHANGE



Large IT replacement and business change
Track 3 – Optimisation of administrative processes



Maximising benefits realisation with multiple launches



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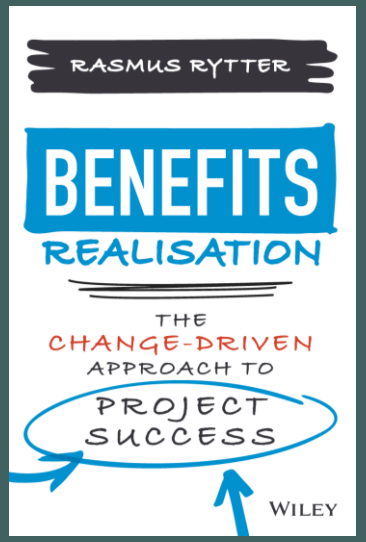
The change track

BENEFITS REALISATION AND CHANGE



Our approach to change is based on **two principles**

1 Change must be linked directly to the benefits

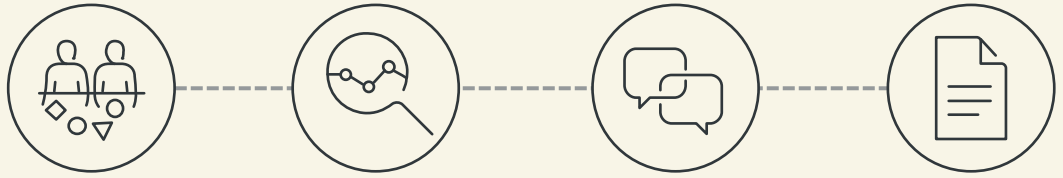
New behaviour → **Benefits**

2 It must be easy to work with change

The change track must be unfolded

To make it easy to work with change, the work must fit in with the way we lead projects

1 Analysis



Change workshop

Analysis

Leadership review

Business case input

2 Execution

Plan and collect data

Change plan

Design and development

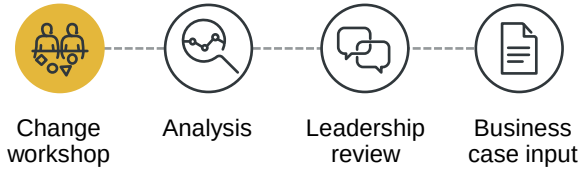
Training

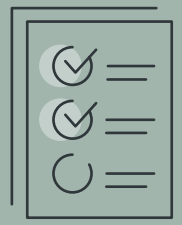
Launch

Change support

Follow up on progress, learning and broad communication

Change deliverables and objectives of the analysis phase





DELIVERABLES

- Description of the expected **new behaviour**
- Overview of expected **change activities**
- **Estimate** of the change effort
- **Plan** for the change effort

... **for each employee group**

OBJECTIVES

- **Ensure continued ownership** of the change among benefit owners
- **Ensure ownership** among line managers and ambassadors
- **A creditable plan** for how to make the change happen

The four parts of the change workshop

A
Set a destination – and discuss *WIIFM*

Are these the right benefits?

Have we missed any benefits?

And perhaps most importantly for the workshop:

What are the benefits for our team?

Tools: benefit map and coloured cards

B
Describe the behaviour

What do we need to:

- Continue doing
- Stop doing
- Start doing

... to reach the destination?

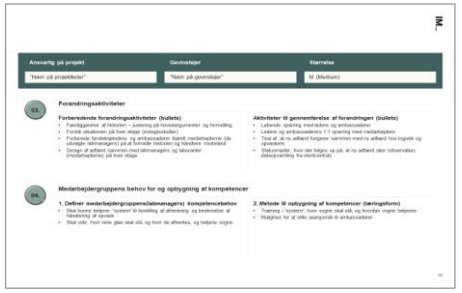
Tools: poster

C
Reactions to change and individual barriers

What reactions could the change bring?

How do we best overcome individual (personal) barriers?

Tools: poster



D
Barriers in the surroundings

What other barriers could the change bring?

How do we best overcome these barriers?

Tools: posters

The barrier wheel illustrates where we might need to help our colleagues to realise benefits

WHY ARE WE DOING THIS?

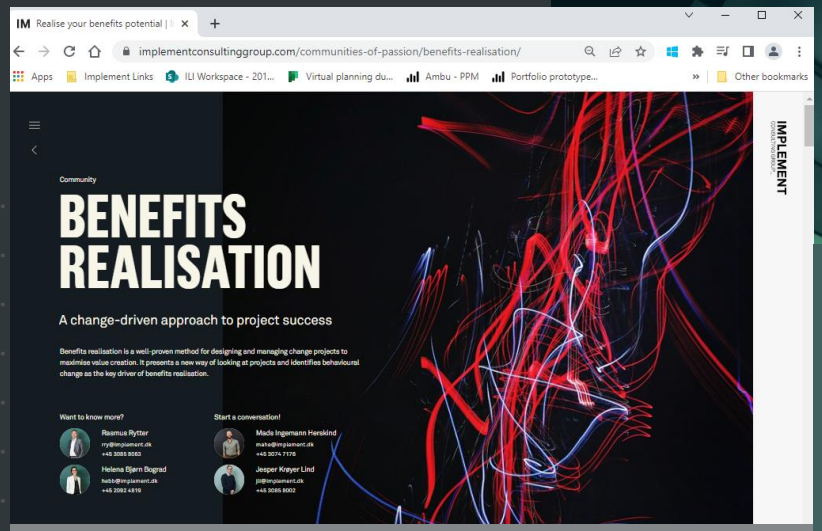
- **Behaviour happens in our constant interaction with the world around us.**
  So we must be able to identify elements affecting our focus area.

- **We ensure varied actions.**
  So that we can take action in the right places using the right initiatives.

- **We know what we are looking for.**
  Once we have carried out the barrier analysis, we will be able to define the scope of our insight study and our solution space.

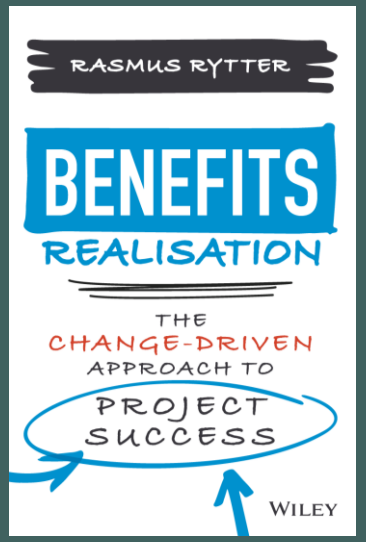
THANK YOU

… and please reach out if you have any questions, comments or ideas



Visit our benefits realisation community site to get more inspiration. Here, you will find cases, events, templates, courses, videos, presentations etc.

implement.dk/benefits



Rasmus Rytter
rry@implement.dk
+45 3085 8063