

# Effective Change Delivery Through Uncertain Times

## Delivering Value While Navigating Uncertainty

In times of crisis, organisations rapidly discover which aspects of their business are resilient and can work well under pressure as opposed to areas which suffer severe strain. In response to the COVID-19 crisis, many organisations have redirected their change capability to focus on providing immediate tactical support to maintain critical business activities.



Right now there are two questions which the majority of businesses are facing:

### Q. How can we ensure that high priority tactical change is delivered rapidly and effectively?

The ability to work efficiently and effectively with a remote workforce can save hours and days of effort when this time is vital to maintaining your business and pivoting to the changing needs of customers, supply chain partners and in response to the external business environment.

### Q. When we re-establish a degree of normality, how can we pick up the pieces?

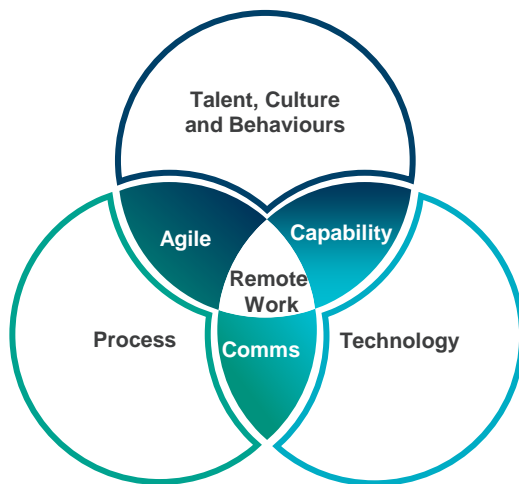
As the dust begins to settle, business strategy will need to be reassessed and adjusted to the new world. Change budgets will need to be reassessed. Medium to long term change portfolios will need to be established, revised and realigned with the updated business strategy.

Delivering effective change across multiple locations and multiple suppliers is a challenge many organisations have faced for some time. The impact of COVID-19 means that companies must adapt to remote and distributed working rapidly to enable the organization's change capability to meet the short term tactical needs of the business.

Do the Right Projects	Do Projects Right
<p><b>01</b> Set up <b>strategic pillars</b> and objectives</p>	<p><b>01</b> Enhanced <b>visibility</b> of accurate, timely change projects</p>
<p><b>02</b> Assess the <b>alignment</b> of projects to strategic objectives</p>	<p><b>02</b> Accelerated and sustainable growth through <b>transparency &amp; risk mitigation</b></p>
<p><b>03</b> Faster and more informed decisions due to a <b>clear overview</b> across all projects</p>	<p><b>03</b> <b>Cost savings</b> due to reduced admin overheads, standardisation, best practices</p>
<p><b>04</b> Increased value through appropriate <b>resource allocation</b></p>	<p><b>04</b> <b>Consistency</b> in the way projects are delivered</p>
<p><b>05</b> <b>Prioritise</b> projects so the right projects are selected</p>	

## Remote Change Delivery

Organisations Must Rapidly Enhance Their Ability To Deliver Change Through Remote And Highly Distributed Teams.



### We can provide:

*Experienced change delivery capability to tackle real-world business issues as they arise and drive through rapid change.*

*Communication platforms to support effective and efficient collaboration across remote and distributed teams.*

*PMO-as-a-Service solutions to enhance support for distributed change activities across multiple programmes and projects to maintain effective control.*

*Remote change assurance services to identify key risks as they emerge and support enhanced oversight.*

*Virtual processing mapping and process documentation services to redesign critical business processes and support re-training of highly distributed workforces.*

*Remote Design Thinking workshops to facilitate business problem solving and harness the deep understanding of your business combined with innovative thinking methods.*

### Change Capability

- **Refocus internal capabilities** to support tactical change.
- Recognise **Management bandwidth** may constrain effective and timely decision making.
- Utilise and **supplement business analysis skills** to re-engineer critical business processes.
- Consider **enhanced Management Information** for more effective monitoring.
- Begin **scenario planning** to understand change activity required as the business stabilises and emerges from the current crisis.

### Technology Enablers

- Resilient communications infrastructure to facilitate **effective communication and remote team working** across all staff locations including home working.
- Use of **Microsoft Teams and wider O365 solutions** to enable team collaboration.
- Virtual workspaces and secure cloud file storage so everyone has **instant access** to everything they need to deliver their work **wherever they are located**.
- **Video conferencing** to enable face-to-face communication to be maintained.

Protiviti has extensive experience of supporting businesses through periods of rapid change and navigating uncertain times. As a global consulting firm, our existing infrastructure provides a robust basis for supporting remote delivery of highly complex tactical and strategic business change.



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