

## Driving business change – striking the balance of people, process and technology

### Invitation to Join

I am pleased to invite you to join our collaborative programme to investigate best practices in balancing people, process and technology in business change programmes. In particular we will seek to learn best practices from leading organisations (who may or may not be participating), whilst understanding the circumstances that are required for a solution to work and those that will prejudice its success. The outcomes will be restricted to participating organisations.

### Scope

At our kick-off meeting we prioritised the issues to be addressed by this programme and suggested solutions to be tested. The prioritised issues are:-

1. Who should lead a major change programme to ensure that people, process and IT aspects are balanced?
2. Which comes first, the business solution or the IT system? To what extent should they be constrained by people issues?
3. How should culture (values and beliefs) be changed? When in the change programme should this be done?
4. How should the measurement programme reflect the needs of a change programme?
5. What are the planning and resourcing requirements that must be met for major change to succeed?
6. Should change in 'business as usual' be driven by front-line staff? (How) Do they naturally balance people, process and IT?
7. How much investment needs to be made in people?
8. How can the linkage between desired performance and the required people, process and/or IT changes be identified?

### Proposed Programme

- Research (mid March to June): interviews with participating companies, other H-I member companies, leading practitioners, and other experts. Emerging solutions will be presented to participating companies in interim web conferences and/or seminars.
- Web Site: Participating companies can access a private area of the H-I web site to view working documents and to exchange views with the project team and other participating companies.
- Solutions Seminar (mid June): After the research, participate in person or by web conference in a seminar to hear and discuss the solutions discovered.
- Report (end June): Following the Solutions Seminar, a report is posted on the project web site and emailed to participating companies.

### Cost and Registration

The cost to participate is £13,000. H-I members may nominate this as their annual tailored programme.

For more information or to confirm your organisation's participation, please contact Andrew Milner on 0771-388816 or at [andrew.milner@h-i.com](mailto:andrew.milner@h-i.com). On receiving your confirmation, we will email the solutions suggested at our kick-off meeting. The solutions are valuable in themselves, and will form the basis of the best practices that we will test in the programme. If appropriate, please forward this invitation to others who may be interested in participating.