



# Change Management with Deloitte



# Deloitte's approach to managing change

## Goals:

- To provide a consistently high level of operations while planning and implementing change
- To ensure effective project execution

## Approach to achieving our goals:

- Engage stakeholder groups, key managers and leaders
- Train and prepare the people to work in a new environment
- Timely identify and mitigate risks for the organisation

## Change Management results:

Project goals and objectives attained with the planned benefits maximised.

## Deloitte's Change Management methodology

is based on unique solutions, longstanding experience and Deloitte's highly qualified change consultants. Change Management is an inextricable part of any transformation project.



# Deloitte's approach to Change Management stands for successful transformation of your business

You are invited to analyse the need for Change Management tools in your company right now.

Please select the relevant project type and answer the related questions, ticking your answers in the grey columns:

	Project types											
	Yes	No	IT implementation	Yes	No	Mergers & Acquisitions	Yes	No	Creation of Shared Service Centre (SSC)	Yes	No	Organisational structure change
Change Management strategy	<input type="checkbox"/>	<input type="checkbox"/>	Do all users within your organisation understand the benefits of the new system being implemented?	<input type="checkbox"/>	<input type="checkbox"/>	Is there a common vision of the companies' post merger integration?	<input type="checkbox"/>	<input type="checkbox"/>	Has a feasibility study been performed, project goals set, financial and non-financial benefits of creating an SSC identified?	<input type="checkbox"/>	<input type="checkbox"/>	Have the goals and objectives of organisational structure change been identified?
	<input type="checkbox"/>	<input type="checkbox"/>	Has a strategy been identified to prepare the users to work with the new system?	<input type="checkbox"/>	<input type="checkbox"/>	Do all key managers and leaders share the strategic goals of integration?	<input type="checkbox"/>	<input type="checkbox"/>	Has an SSC roadmap been developed and critical events identified to achieve the goals set?	<input type="checkbox"/>	<input type="checkbox"/>	Have you planned the activities to assess the impact of the target organisational structure on business processes?
Stakeholder management	<input type="checkbox"/>	<input type="checkbox"/>	Are all process owners and key business leaders involved and do they support the new system implementation?	<input type="checkbox"/>	<input type="checkbox"/>	Are all top managers active participants in the integration process?	<input type="checkbox"/>	<input type="checkbox"/>	Has a key people involvement and retention plan been developed?	<input type="checkbox"/>	<input type="checkbox"/>	Do all key managers and leaders share the project goals and support the planned change?
	<input type="checkbox"/>	<input type="checkbox"/>	Is the project supported by the Executive Board/ Top management?	<input type="checkbox"/>	<input type="checkbox"/>	Has a key people retention plan been developed for both companies?	<input type="checkbox"/>	<input type="checkbox"/>	Have stakeholder groups that immediately influence the success of the SSC project been identified?	<input type="checkbox"/>	<input type="checkbox"/>	Have the stakeholder management strategy and communication needs been identified?
Communications	<input type="checkbox"/>	<input type="checkbox"/>	Do all users and stakeholders receive timely and regular information about the project?	<input type="checkbox"/>	<input type="checkbox"/>	Has a communications plan been developed to keep the stakeholder groups aware of change and related events?	<input type="checkbox"/>	<input type="checkbox"/>	Have all stakeholders who should be informed about the project been identified?	<input type="checkbox"/>	<input type="checkbox"/>	Do all employees receive enough information about upcoming changes?
	<input type="checkbox"/>	<input type="checkbox"/>	Is the feedback collection process in place?	<input type="checkbox"/>	<input type="checkbox"/>	Have Pre Day 1, Day 1 and Post Day 1 communications and events been developed for both companies?	<input type="checkbox"/>	<input type="checkbox"/>	Is a communications process in place that takes into account the impact of the project on roles, processes, organisational structure?	<input type="checkbox"/>	<input type="checkbox"/>	Does the information provided to employees build their understanding of leadership expectations?
Change impact assessment	<input type="checkbox"/>	<input type="checkbox"/>	Have the impacted business processes been identified?	<input type="checkbox"/>	<input type="checkbox"/>	Has the impact of integration on the organisational structure and business processes of both companies been identified?	<input type="checkbox"/>	<input type="checkbox"/>	Have change impact areas been identified?	<input type="checkbox"/>	<input type="checkbox"/>	Has the impact of the target organisational structure on business processes, employees' knowledge and skills, and technologies been analysed?
	<input type="checkbox"/>	<input type="checkbox"/>	Has an action plan been developed to mitigate potential operational risks due to changes in business processes?	<input type="checkbox"/>	<input type="checkbox"/>	Has an action plan been developed to mitigate the operational risks connected with the integration process?	<input type="checkbox"/>	<input type="checkbox"/>	Has a relevant transition plan been developed?	<input type="checkbox"/>	<input type="checkbox"/>	Has a plan for transition to the target organisational structure been developed?
Corporate culture change	<input type="checkbox"/>	<input type="checkbox"/>	Have target behaviours been identified for the users of the new system?	<input type="checkbox"/>	<input type="checkbox"/>	Has the target corporate culture been identified?	<input type="checkbox"/>	<input type="checkbox"/>	Have areas of mutual influence between the project and corporate culture been identified?	<input type="checkbox"/>	<input type="checkbox"/>	Is the change expected to have an impact on the existing corporate culture?
	<input type="checkbox"/>	<input type="checkbox"/>	Has an action plan been developed to shape those target behaviours?	<input type="checkbox"/>	<input type="checkbox"/>	Has an action plan been developed to cascade the target corporate culture?	<input type="checkbox"/>	<input type="checkbox"/>	Has the SSC target corporate culture been identified?	<input type="checkbox"/>	<input type="checkbox"/>	Has an action plan been developed to shape the target behaviours of employees?
Change readiness assessment	<input type="checkbox"/>	<input type="checkbox"/>	Have the aspects causing the biggest concern among future users of the new system been identified?	<input type="checkbox"/>	<input type="checkbox"/>	Have risk areas been identified in regard of the employees' readiness for Day 1?	<input type="checkbox"/>	<input type="checkbox"/>	Are the employees ready for work in the SSC, and is the business ready to interact with the SSC?	<input type="checkbox"/>	<input type="checkbox"/>	Have areas of potential risk been identified in regard of the overall readiness of employees to work in the new organisational structure?
	<input type="checkbox"/>	<input type="checkbox"/>	Have all the organisational risks been carefully considered for a Go/No-Go Decision to be taken?	<input type="checkbox"/>	<input type="checkbox"/>	Has an employee readiness assessment been planned post Day 1?	<input type="checkbox"/>	<input type="checkbox"/>	Are any challenges expected during the transition to the SSC?	<input type="checkbox"/>	<input type="checkbox"/>	Has the benchmark evaluation of employee readiness been performed before the beginning of transition to the target structure?
Training	<input type="checkbox"/>	<input type="checkbox"/>	Are all the users equipped with the knowledge and skills needed to work in the new system?	<input type="checkbox"/>	<input type="checkbox"/>	Has a process been developed to get the people familiar with the new corporate regulations and communication schemes?	<input type="checkbox"/>	<input type="checkbox"/>	Has knowledge been transferred to the SSC employees?	<input type="checkbox"/>	<input type="checkbox"/>	Is a knowledge transfer process in place to transfer knowledge and skills from key employees who are either leaving or changing their function in the new structure?
	<input type="checkbox"/>	<input type="checkbox"/>	Do all people in the company understand their roles and functions within the new business processes?	<input type="checkbox"/>	<input type="checkbox"/>	Have the training needs been identified in the event of large-scale post-merger change (implementation or change of IT systems, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	Are all employees familiar with the SSC operating model and processes?	<input type="checkbox"/>	<input type="checkbox"/>	Have training needs been identified, training schedule and resource plan developed?

If you have answered "No" to any of the above questions, do not hesitate to contact Deloitte's change consultants. We will gladly assist you in resolving the issue.

# Our contacts

We will gladly answer your questions and discuss the terms of our service offerings. Simply contact one of the following people:



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