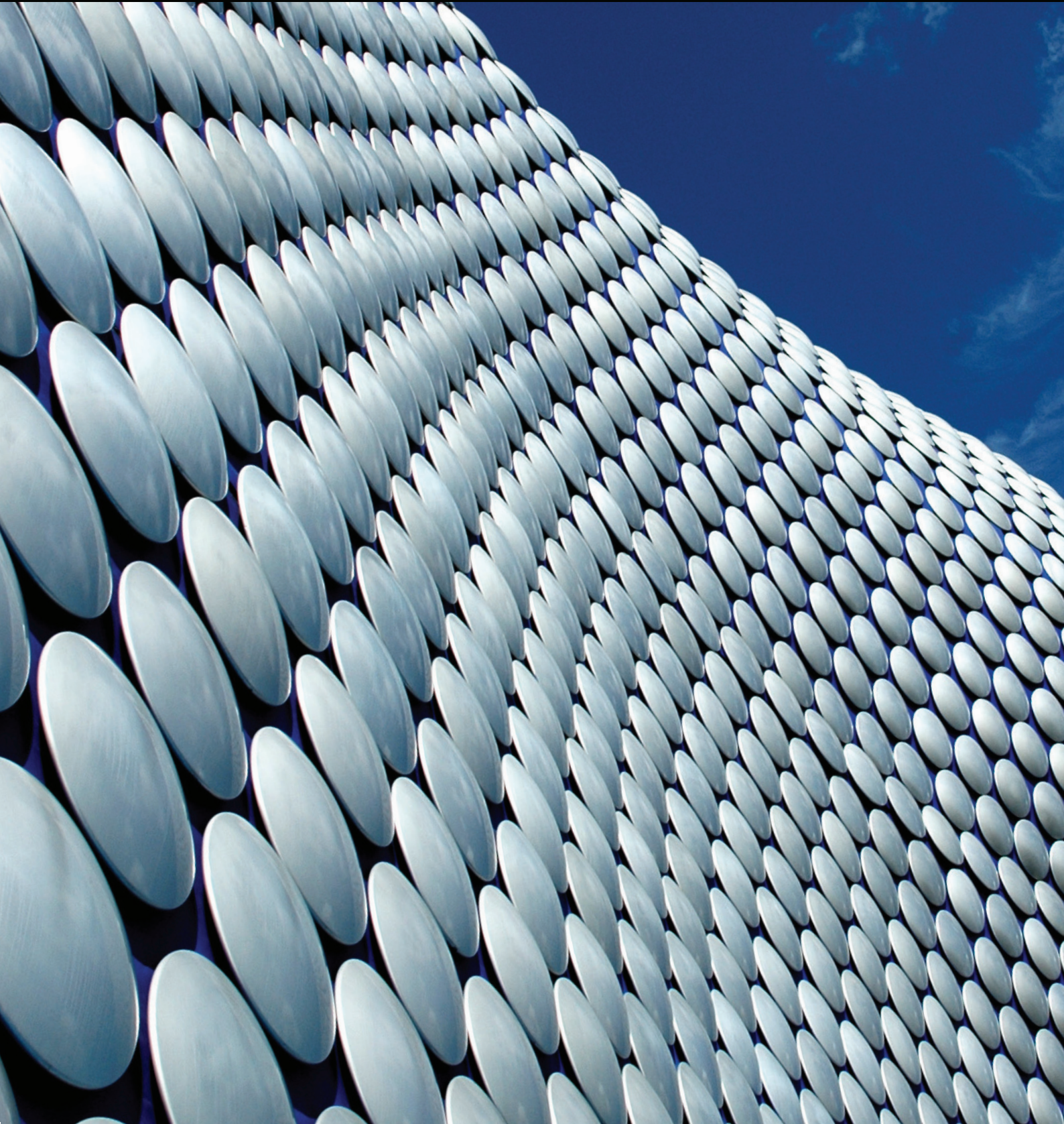




# CHAMPS2 White Paper



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## Foreword from Richard Pharro, CEO, APMG



Organisations across the public and private sectors are facing unprecedented budget cuts. Yet, at the same time, they are being tasked with improving their competitive position and, where necessary, addressing failures in key areas.

Given the scale of the requirements, simply tinkering with the current business may not be enough and could jeopardise performance. Organisations need to embark upon radical change that delivers a transformation of services.

But how can that change be achieved successfully and deliver quantifiable benefits, whilst managing risk?

How can organisations ensure they achieve, not only the quick wins required to support initial cost saving goals, but also sustain commitment

from within the business? The aim is to ensure long term objectives and associated benefits are achieved, from improved customer services to better employee productivity or a step change in organisational efficiency.

The challenge for organisations is to adopt a method that prompts visionary thinking and helps to capture this vision and support benefit-led change. Traditional business change approaches are focused on improving processes, addressing problems and facilitating project delivery rather than service design.

This white paper takes a close look at the need for transformational change and the challenges organisations face. It highlights the importance of leadership and the need to take a visionary approach to service design.

It also outlines the eight-phase CHAMPS2 model, from defining the vision to aligning an organisation's people, processes and technology with the business strategy and supporting a benefit-led approach to realising objectives.

It is by adopting a change method that organisations can manage the risk associated with transformational change and are far more likely to successfully deliver innovation and quantifiable transformation.

*Richard Pharro*

## Introduction

### SETTING THE SCENE

The demand for change is ever increasing and the consequences of poorly managed change initiatives are costly. Business change is now perceived as central to organisational sustainability and critical to realising effectiveness and efficiency.

Adopting a “slash and burn” approach or radical head count reduction across an organisation will not achieve long term benefits. In a rapidly changing world, the way in which services are delivered must be frequently realigned to retain customer confidence and meet increasing customer expectations.

With the private sector similarly tasked with both cost containment and improving competitive position, it is no surprise that virtually every organisation has transformational change on the agenda.

But what does this mean in practice? Too many projects are labelled transformational change, when the reality is anything but transformational. Simply tinkering with models of service delivery rarely achieves any fundamental, long term benefits – and the profits associated with implementing this type of change are often not significant.

So just how are organisations to meet the forthcoming challenges without resorting to unfocused cost cutting measures that drastically affect the service provided to customers? Given the scale of the current challenge, there is a clear need to undertake a real step-change in the quality and cost of delivery of services. And to achieve this, organisations cannot settle simply for improving on what is delivered today, but must create a vision of something fundamentally new. And to reinforce a culture of successful change, these organisations also need a precise way of managing the risks associated with transformation.

Yet, while there are a number of change management methods around, they focus on eliminating problems, streamlining processes and the nuts and bolts of project delivery. Organisations have, to date, lacked an approach that supports the creation and delivery of radical service redesign.

Without a method that delivers the vision of a new service, from defining the required outcomes to determining the measures used to realise those outcomes, organisations may struggle to achieve this step change.

# Achieving transformation

## A HOLISTIC APPROACH TO CHANGE

Most organisations should now have the tools, processes and people in place to enable continuous improvement. But transformational change is different. Transformational change drastically improves the chances of meeting new budgetary targets without affecting the quality of front line service delivery, or undermining competitive position/profitability. Indeed, the approach should be one of achieving innovation and efficiency improvements, to create a culture of sustainable improvement in service provision/ competitive position.

So what does this mean in practice? At the heart of transformational change is a new vision. Organisations need to ask new questions; to consider complete service/ product redesign and create a long term vision of services/products/ processes. This involves not only thinking about creating innovative, often cross-functional processes, but also improving technology, process and organisation with a holistic approach to change that encourages a culture of true innovation.

At this stage, individuals across the organisation have the chance to define leading edge service models; assess the role the latest technologies can play in improving communication and enabling effective working practices; and debate the viability of cross-function collaboration to streamline processes. The challenge is to achieve this innovation and define the vision in a structured, repeatable manner.

Even tougher is to ensure the focus is sustained, especially in an era of extraordinary financial pressure. Too many projects achieve an initial cost saving, through a surge in productivity, headcount reduction or streamlined processes. But the key to transformational change is to sustain focus beyond the initial achievements. It is essential, therefore, to put in place a model that supports the realisation of benefits to ensure the long term vision and expected benefits are achieved.

However, middle management is rarely empowered to make the decisions required to facilitate change of this magnitude. It is the leaders at the top of the organisation who have access to information that supports the creation and implementation of strategic change – it is therefore essential to get buy-in from them, from local council cabinets to a board of directors.

With strong leadership, an organisation can use CHAMPS2 to ensure innovation aligns with the strategic direction and that the business case is justified. It is vital to ensure the transformation makes the expected difference to customers, staff and/or costs.

Indeed, senior level staff are committed to ensure benefits realisation remains at the heart of the change programme. But benefits realisation also requires a structured approach. A method can support the organisation to create the vision and plan, develop, and achieve the deliverables. But it must also support a benefits-led approach at every stage. The cost/benefit equation should be refined throughout the operating model and processes designed to ensure subsequent changes support the original vision and that all benefits are realised.

But organisations need not only to improve the chances of successful transformation projects, thus increasing corporate confidence, but also to facilitate the creation of a repeatable model of success; developing a culture that welcomes and seeks out change.

With this culture, an organisation can be confident that day to day changes are undertaken within a proven framework, conforming with the corporate vision or the communications strategy, for example. Every change occurs within the context of the bigger picture.

Creating this culture of successful change will support organisations not only in achieving extraordinary budget targets without damaging front line service delivery, but also in facilitating the simultaneous improvement of services.

## Introducing CHAMPS2

### EXPLAINING THE PHILOSOPHY

So how can a method support organisations undertaking transformational change?

CHAMPS2's background in meeting the needs of the modernising government agenda ensures the method focuses heavily on service redesign.

The method is designed to embed good practice in change management and leadership. It supports an organisation from the initial identification of the strategic need for change all the way through planning and design to benefits realisation.

It ensures that business change is approached and managed holistically, at the right time and in the right order, delivering change across processes, organisation structure and technology.

Using the CHAMPS2 framework, organisations can create the vision but, critically, also ensure the programme defines and refines benefits at every stage. The vision is supported by defined outcomes; with each outcome linked to key, demonstrable benefits.

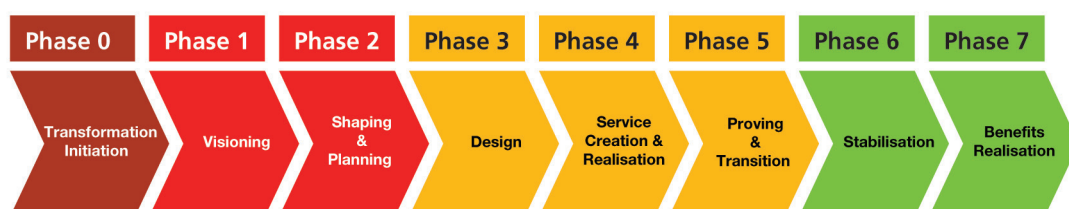
The framework prompts the organisation both to define the required outcomes, and the measures that will be used to demonstrate whether or not outcomes and benefits are achieved.

Taking this approach ensures CHAMPS2 can support an organisation in managing risk and in sustaining its focus on realising benefits throughout the programme lifecycle.









The model is split into eight phases. The first phases take the organisation through the development of the business case, from strategic, outline and full. This provides an organisation with a comprehensive business case, supported by detailed outcomes, plus the costs and benefits of the new approach.

In the middle phases of the CHAMPS2 programme, the solution is designed, developed, tested and improved before it is fully implemented. Throughout these phases, the outcomes and benefits models are continually refined and benefit ownership is then allocated to ensure specific individuals are tasked with the responsibility for achieving these benefits.

The last two phases of CHAMPS2, arguably the most crucial ones, focus heavily on realising these benefits. Monitoring and alerting is used to raise awareness of any problems in achieving benefits delivery, allowing the organisation to undertake rapid review and reallocation of resources or skills as required to ensure the benefits realisation gets back on track.



## Eight phases of CHAMPS2

<b>PHASE 0</b>	<b>Transformation Initiation</b>	Leaders of the organisation determine the strategic need for change and formulate the strategic outcomes, which are documented within the strategic business case.
		
<b>PHASE 1</b>	<b>Visioning</b>	The potential operation of the business in the future is explored. It will be described in the vision and the future operating model. An outline business case is produced at the end of this phase.
		
<b>PHASE 2</b>	<b>Shaping and Planning</b>	Whilst the previous phases identified the objectives of change, this phase defines the programme that will achieve them. A full business case is produced at the end of this phase based on measurable benefits.
		
<b>PHASE 3</b>	<b>Design</b>	This phase develops the detailed design of the solution that will be documented in the design blueprint. The full business case is revised now that more is known about the solution.
		
<b>PHASE 4</b>	<b>Service Creation and Realisation</b>	During this phase, the detailed design is converted into tangible products such as job descriptions, procedures or IT applications and the whole solution is thoroughly tested.
		
<b>PHASE 5</b>	<b>Proving and Transition</b>	This phase contains acceptance testing by the business, followed by transitional activities to prepare the business for going live, such as training or setting up infrastructure. At the end of this phase the solution goes live.
		
<b>PHASE 6</b>	<b>Stabilisation</b>	Phase 6 seeks to stabilise the solution, optimise all elements of its performance and ensure the new ways of working are fully adopted by the business. Early benefits may be realised within this phase.
		
<b>PHASE 7</b>	<b>Benefits Realisation</b>	This is the final phase, which ensures that the Benefits are actually achieved and are sustainable. Any improvements to the solution must be in line with the overall Vision and support benefits realisation.
		

## Advantages of using CHAMPS2

In essence, the adoption of CHAMPS2 can create an environment and framework that facilitates fundamental change and improves the chances of successful delivery of benefits. By adopting this model, organisations can:

- **Mitigate risk** – CHAMPS2’s structured approach to logical design, detailed design, creation and testing ensures greater insight is gained at every stage, providing greater confidence in the realisation of benefits. With this model, organisations can deliver a solution that works and integrates processes, the organisation and technology.
- **Reduce cost (and risk)** by providing clear guidance, tools and techniques. CHAMPS2 is designed to guide organisations to make decisions at the right time, in the right sequence.
- **Achieve high standards of programme** delivery through the quality management framework integrated within the method.
- **Provide a common language** for programme teams and stakeholders across all change initiatives. It is likely there will be many aspects to change, from new technology to buildings; CHAMPS2 allows the incorporation of existing strategies and methods within the organisation, such as Quality Assurance or procurement.
- **Flexible Model:** This approach can be tailored to fit all sizes of projects or programmes. Indeed, it can be applied to non

transformational projects, delivering benefits whilst also providing a framework that ensures all changes occur within the context of the transformational objective.

- **Ensure leadership control** – CHAMPS2 includes comprehensive approval gates.
- **Build internal change management capability** within the organisation; the leadership commitment combined with business area participation is key to overcoming resistance to change, creating broad experience of successful change and reducing reliance on external consultants.
- **Deliver Benefits** – the essence of CHAMPS2 is creating a vision statement supported by concrete, tangible outcomes that can be delivered incrementally, such as ensuring every child has access to a specific service or employee productivity is clearly targeted.

The benefit is, therefore, the difference between today’s outcome and tomorrow’s. And this is key: transformation only makes sense if the difference is noticeable to customers, staff or the bottom line.

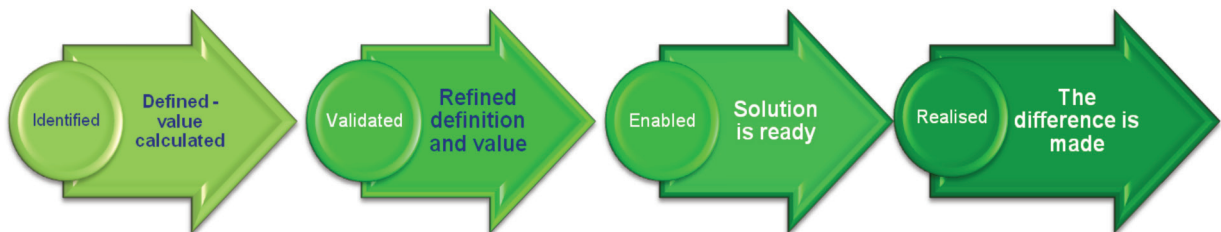
With a business case based on cost benefits, organisations can balance far-reaching aspiration with concrete, achievable, validated outcomes to ensure incremental benefits are delivered throughout the transformational journey.



## The flexibility of using CHAMPS2

While project and programme management methods focus on the management aspect of change, CHAMPS2 focuses on the thinking behind holistic business change, incorporating three aspects of change across process, organisation structure and technology. For example, CHAMPS2 will guide you through the design of new business processes. This will form the basis for technological requirements and the definitions of roles within an organisation's future operating model. CHAMPS2 will also signpost activities such as a change impact assessment or training needs analysis at the relevant points within a change programme.

Therefore, CHAMPS2 does not replace or replicate other methods such as PRINCE2, MSP or Agile. It will advise which relevant specialist products and activities should be put into a project plan, such as a Training Needs Analysis. CHAMPS2 will also advise on specialist strategies that need to be put in place within a programme, such as a Knowledge Transfer Strategy, to ensure that a common approach is adopted across the programme.



## Resources, qualifications and training

Training courses in support of APMG International's CHAMPS2 Transformational Change scheme are available from an international network of Accredited Training Organizations (ATOs), certified by APMG-International.

Details of all CHAMPS2 ATOs can be accessed via the APMG-International website.  
**[www.apmg-international.com](http://www.apmg-international.com)**

The scheme consists of Foundation and Practitioner level qualifications. The Foundation levels assesses your understanding of what CHAMPS2 is, whilst the Practitioner level asks you to apply your knowledge in a range of scenarios

### **The Foundation Examination**

This exam is designed to test a candidate's knowledge and understanding of the CHAMPS2 method. It is a 50 question, multiple-choice paper to be completed in 45 minutes. Candidates must score 32/50 (64%) to pass.

### **The Practitioner Examination**

This exam is designed to test a candidate's ability to apply the CHAMPS2 method to transformational change initiatives. It is a complex objective-test format exam to be completed in 2 hours. Candidates must score 32/63 (50%) to pass.

### **The CHAMPS2 manual – *Realising Transformational Change***

The CHAMPS2 manual version of the method is a reference tool for those working in transformation teams and a guide to study for the Foundation and Practitioner examinations.

This book contains the whole method and provides detailed guidance on running, structuring and delivering the desired benefits of change programmes. The manual is available to purchase from all main on-line book retailers Including **APMG Business Books**

### **Online resources**

The entire on-line method is available via the CHAMPS2 website. A free membership registration will enable users to access the CHAMPS2 knowledge centre which includes an on-line guide and process maps as well as downloadable documents such as templates, examples and 'how to' guides. **[www.champs2.info](http://www.champs2.info)**

### **Support Services**

A range of services are available, providing change management expertise to support any stage of a change journey. CHAMPS2 support services provide consultancy tailored to specific requirements including:

- Benefits management
  - Embedding CHAMPS2 within an existing change programme
  - Providing quality assurance
  - Integrating CHAMPS2 with your own existing methods or toolsets
- @.

## Conclusion

### **FACILITATING THE CHANGES REQUIRED BY PUBLIC AND PRIVATE SECTOR ORGANISATIONS TODAY**

The need to change the way our organisations operate has probably never been greater. Both public and private sector organisations are under constant pressure to become more efficient and effective. The focus is not just on cost savings but on driving efficiency while improving the quality of services for customers, as well as transforming internal employee productivity and performance.

Incremental change is often insufficient; it is increasingly necessary to fundamentally rethink and radically redesign what we do. But embarking on transformational change

is risky. Organisations need to build a culture of successful change and propagate best practice across the business. This requires strong, committed leadership plus a sustained commitment to realising benefits throughout the project.

By adopting a proven change methodology that first helps define the vision and then aligns an organisation's people, processes and technology with the business strategy and supports a benefit-led approach to realising objectives, organisations can manage that risk and are far more likely to successfully deliver innovation and quantifiable transformation.

## Further information

**CHAMPS2 accredited qualifications:** [www.apmg-international.com](http://www.apmg-international.com)

**CHAMPS2 book:** *Realising Transformational Change* – APMG business books

**CHAMPS2 website:** [www.champs2.info](http://www.champs2.info)

**CHAMPS2 email:** [xxxxxxxxxxxx@xxxxxxxx.xxxx](mailto:xxxxxxxxxxxx@xxxxxxxx.xxxx)

CHAMPS2 – Realising Transformational Change brings the accumulated knowledge about transformational change together in one package. It is a proven approach to successfully delivering transformational change. CHAMPS2 provides detailed guidance on running, structuring and delivering the desired Benefits of radical change programmes.

The CHAMPS2 method seeks to provide answers to the questions posed by change programmes which make a real and lasting difference.

- How do we radically rethink our processes, organisation and technology?
- What is the potential scope for transformation?
- What are the real Benefits for our customers and stakeholders?
- What happens if the change programme goes off course?
- How do we ensure that we deliver real results?
- What can be done to make sure the solution is implemented consistently and efficiently?

Professional qualifications at Foundation and Practitioner level in CHAMPS2 accompany the CHAMPS2 methodology. They provide recognition of learning and application of the core skills required to run and work with the CHAMPS2 process.

The qualifications are offered through APMG-International, a global examination institute and accreditation body.



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