

A person is seen from behind, writing on a flipchart. The flipchart displays a mind map with 'TRAITS' in the center. Branches include 'Good character', 'discrimination', 'Personality', 'Work Ethic', 'Subjective', 'Attitude', 'Lack of focus', and 'Stress'.



## Delivering Multiple Complex Change Agendas

As it becomes more common for organizations to try to package and deliver multiple complex change agendas within a single program, we cannot forget to focus on new organizational change management activities. These activities, known as program-level integrated approaches, need to evolve towards integrating design and the delivery of change plans across what would otherwise seem like independent changes.

Without a program-level integrated approach to change, projects within the program tend to run independently. When this happens, programs typically present the following issues:

- **Lack of documented understanding of the scope of change** impacts the implementation risks across all projects. As a result, the program team often appears unprepared and must react to unexpected issues created by the conflicting impact of projects.
- **Lack of communication across projects.** Change leads are often dedicated to a specific project. Lacking a broad perspective, Change Leads tend to become independent project advocates and miss opportunities to integrate communications and dependencies between projects.







## Closing Gaps with an Integrated Approach

Despite consistent organizational change management efforts on each project, a lack of integrated approaches across the program can become a barrier to change adoption. Impacted audiences become overwhelmed by simultaneous changes and communications across multiple projects. Inconsistent messages can lead to confusion and individuals may eventually experience change fatigue, thus becoming resistant to further initiatives.

At Blue-Mark, we have expert consultants who have experience dealing with these kinds of situations and can help program change management teams navigate complex programs.

Program change management teams can address these issues and create a better experience for impacted groups by focusing on activities that successfully integrate multiple change streams into one agenda:

1



**IDENTIFY  
COLLISIONS**

2



**CREATE  
CONNECTIONS**

3



**INTEGRATE  
CONTEXT**



### IDENTIFY COLLISIONS

Understand where multiple programs impact same target audiences at the same time



### CREATE CONNECTIONS

Address design and implementation dependencies between different program streams



### INTEGRATE CONTEXT

Integrate delivery and communications across program

## 1) Identify Collisions

Developing a program understanding of what is changing and who is being impacted by program initiatives can be simplified by using a common approach to assess impacts, risks and sponsorship across projects. Blue-Mark's Complex Change Implementation approach can help you to create a comprehensive assessment of target audience, sponsor and business needs, along with people and implementation risks.

## 2) Create Connections

Identifying and addressing dependencies across initiatives requires the change management team to adopt a program-level perspective and purposefully uncover the connection points between projects. Change Leads can create various connections across multiple projects by presenting program concerns to project teams for them to develop solutions. Organizing the change team at a program level can help create joint program accountability as well as opportunities for knowledge transfer across projects.

## 3) Integrate Context

Integrating delivery and communications across program initiatives can reduce change impacts and implementation risks. To integrate program context, Change Leads can focus on the following activities:

- Sizing, sequencing and packaging changes across program initiatives to reduce impacts and simplify communications and learning needs.
- Supporting integrated delivery with a broad change story that can be tailored for each program release.



## Hit the Mark.

Develop the confidence to deliver complex change.

Find out how your organization can benefit from an integrated approach that emphasizes risk mitigation, stakeholder engagement and meeting the core needs of people during change.

[Click here](#) to learn how Blue-Mark change consultants can take your company's change roadmap to success



## Additional Support

Organizational Change Management - If you are proactively implementing change you may also want to know how to help your team transition smoothly through the change.

Download the free eBook, [How to Help Your Team Readily and Effectively Adopt Change](#), and see how you can make your personnel a priority at every stage of the change process.

### *Find Your Change Blind Spot*

Your change projects require successful implementation, coordination and assessment across many moving parts. Make change risk mitigation a priority by employing the help of consultants who can effectively identify and mitigate business, implementation and people risks. With a neutral third party, you can execute change projects confidently with an objective view of your risks.

[Learn more about Blue-Mark's complex change implementation capabilities.](#)