



## Human Processes

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## The new GOOD

In my September 2009 column, “Change Aims”, I discussed the change management methodology **Goal-Oriented Organization Design (GOOD)** in its original form. In this Column I will discuss the latest version of GOOD.

First, though, why another change management method? In a nutshell – because traditional change management methods don’t work very well. Some startling statistics are presented in the Conclusion to this Column, but these simply confirm what most of us know already from personal experience – i.e., large-scale organizational change is rarely done efficiently or effectively, especially when suppliers, customers or other partners are involved, as is usually the case.

GOOD offers a way forward since, unlike other change management methods, it is not a codification of practices arrived at incrementally over years of consultancy work, but a formal technique derived from the theory of **Virtual Team Planning (VTP)**. VTP is a modern approach to managing large-scale collaborative work based on the ideas set out in my 2005 book “Human Interactions”. Most people seeking to adopt VTP do so in order to manage some form of organizational change, often across multiple organizations, so they find it useful to have a change management methodology for use as a guide. The basis of GOOD is two diagrams that illustrate how to manage change using the key constructs of VTP: **Stages, Roles** and associated **Deliverables**.

Further, GOOD incorporates best change management practices from multiple reputable sources, unified into a simple structure and made consistent, so using GOOD saves people having to do an extensive literature trawl to choose and possibly develop their own approach to change management.

If you are interested in the initial form of GOOD, you can read the 2009 column [here](#)<sup>i</sup> and there is a more detailed explanation in its original publication as a [Cutter Consortium Executive Report](#).<sup>ii</sup> However, sufficient information to use GOOD in its current form is provided below. First I will look again at the basis of GOOD, which hasn’t changed, and then I will explain the latest version of the method.

### Change Aims

Any form of business change, on whatever scale, must take into account a number of types of activity, any of which can derail the effort if not dealt with properly:

- Organizational structures both old and new;
- Dependence and impact on external suppliers;
- Perceptions both of team members and of external stakeholders;
- Timescales and associated resources;

- Risks and associated mitigations;
- People and associated interactions;
- And so on.

Traditional change management methods prescribe the creation of a separate work stream for each type of activity. This leads to an explosion of opportunities for gaps, overlaps and misunderstanding. To deal with these closely inter-related areas in an integrated fashion, and manage them coherently, requires a paradigm shift.

The paradigm shift underpinning GOOD is to dispense with separate management responsibilities for each stream of activity. Rather, specific high-level Roles are defined to support each of a number of general “Change Aims”, which are the same for every change programme:

1. **To ensure that work meets stakeholder needs** - for which you need to identify stakeholders, both internal and external, and communicate with them effectively;
2. **To deliver results into a business-as-usual environment** – with all necessary resources in place and without disruption to working patterns;
3. **To maximize benefits from outcomes** - i.e., work out in advance what your benefits will be, and then ensure that the consequent work realizes these benefits;
4. **To minimize the costs associated with delivery** - which means managing dependencies and risks.

## GOOD High-Level Roles

The original form of GOOD partitioned the management of these Change Aims into a number of co-operating governance Roles:

- Stakeholder Management (Strategic and Executive)
- Deliverables Management (Scope and Requirements Management)
- Benefits Management (Identification and Realization)
- Operational Transition
- Risk Management (including Dependencies, Impact and Mitigating Actions)
- Marketing And Communications

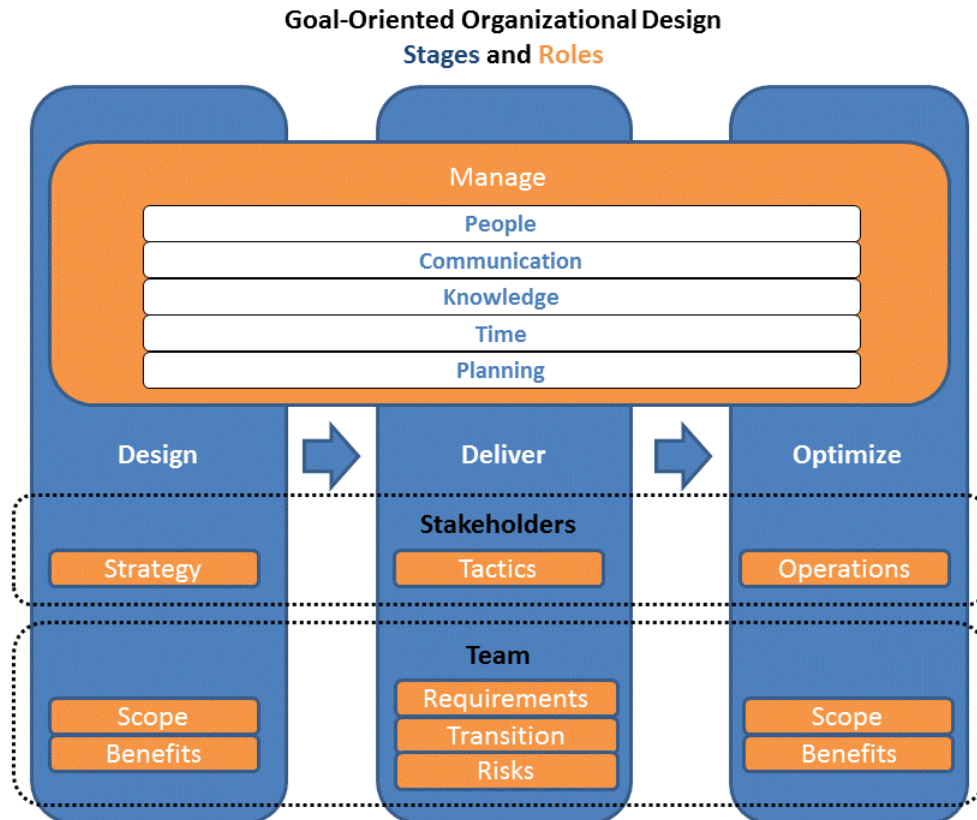
Since that time, usage of GOOD to manage change in and across large organizations has made two things clear:

1. A key value-add of the methodology is its simplicity;
2. In its original form, it was still too complex.

Shown below is the revised version of GOOD.

## GOOD 2013

GOOD divides change management into 3 **Stages**, which may run concurrently at times: Design, Deliver and Optimize. In each Stage, multiple **Roles** work together to meet overall objectives. This is illustrated by Figure 1 below, in which Stages are shown in **blue** and Roles in **orange**:



**Figure 1: GOOD - Stages and Roles**

The work is led by the **Manage** Role, typically assigned to a programmer or project manager. Inside the **Manage** Role is a list of its key responsibilities, also known as the 5 principles of VTP:

1. Build effective *teams*, in which people know who they are working with and understand their responsibilities;
2. *Communicate purposefully*, in which messages lead to desired actions;
3. Create, maintain and share *knowledge* while maintaining security and providing an audit trail;
4. Help people manage their *time* effectively, prioritizing actions according to organizational goals;
5. *Re-plan* as you go along, in order to adapt to circumstances.

There are 3 **Stakeholder** Roles: Strategy, Tactics and Operations. Depending on the scale and nature of the work involved, each of these Roles may be assigned to the same person, or conversely, there may be multiple people assigned to each Role. A similar flexibility applies to the various **Team** Roles.

The general responsibility of each Role is to work with other team members towards the success of each Stage they are involved in. The specific responsibility of each Role is to produce **Deliverables**, as illustrated by Figure 2 below:



Figure 2: GOOD - Deliverables

As with Role assignment, the set of Deliverables required by GOOD scales according to the nature of the work. In many programs or projects, only a subset (possibly a small subset) of the above Deliverables will be required. However, the full list is always useful as a checklist, to avoid accidental omission of important activities.

### Changes in the current version of GOOD

Those unfamiliar with the original form of GOOD may wish to skip this section of the Column and go straight to the Conclusion.

For those interested in the development of the method, here are the key changes made in the current form of GOOD:

1. The original GOOD Diagram used the VTP terms **Strategic Control** (to describe the initial Stage) and **Executive Control** (to describe the later Stages). This is true but adds nothing in practical usage, so has been dropped.
2. The original form of GOOD prescribed use of the formal technique “Process Architecture” (from Martyn Ould’s BPM methodology RIVA) to define Scope, which for many people introduces a steep learning curve without returning high value. Now, GOOD lets you define Scope simply by creating Deliverables for team member Roles.
3. The original form of GOOD assigned separate Roles to **Stakeholder Management** and **Marketing and Communications**, which are often part of the programme or project

manager's responsibilities. Further, there were no Roles for Stakeholders themselves. So in the new form of GOOD, each Stage includes a **Stakeholder** Role (which in practice may become a number of separate Roles, each representing a different interest), and interaction with Stakeholders is the responsibility of the **Manager** Role.

Additional changes relate to diagrams, rather than to the method itself:

4. The diagram of Stages and Roles now includes the key responsibilities of the Manager Role.
5. The diagram of Deliverables for each Role has been aligned with the new diagram of Stages and Roles, except for the **Scope** Role(s) for which Deliverables are specific to each programme or project – i.e., cannot be identified in the general case.

## Conclusion

Large-scale studies continue to confirm old truths about change management:

- 82% of all organizations are currently undertaking some form of change initiative<sup>iii</sup>
- 83% of CEOs expect substantial change<sup>iv</sup>

*but ...*

- Only 61% of CEOs report that they have successfully managed change in the past<sup>v</sup>
- 70% of change initiatives fail<sup>vi</sup>
- 68% of organizations don't even bother evaluating to what extent their change initiatives succeeded<sup>vii</sup>

*and it's getting worse ...*

- The disparity between expecting change and feeling able to manage it – the “Change Gap” – has nearly tripled in recent years.<sup>viii</sup>

If your organization is undertaking change, or about to – which it almost certainly is – then taking a look at GOOD may save it a lot of time and money. The method is simple, free, and directly aligned with mainstream modern management practices. Most importantly, GOOD is based on sound theoretical principles that guarantee efficient, effective change management – whatever form of change you are undertaking.

## Author

Keith has been regarded as an IT and business thought leader since publication of his 2005 book “Human Interactions: The Heart And Soul Of Business Process Management”. Building on 20 years of research and insights from varied disciplines, his theory provides a new way to describe and support collaborative human work. Keith speaks regularly in keynotes to business, IT and academic audiences at national conferences, most recently in Poland, India, the Netherlands, the UK, Finland and Portugal.

Keith Harrison-Broninski is CTO of Role Modellers, a Gartner BPM Cool Vendor 2012. The company's product, **HumanEdj**, is cloud software for Virtual Team Planning that provides unique support for large-scale, complex collaboration across multiple organizations.

More information about HumanEdj is available at [www.rolemodellers.com](http://www.rolemodellers.com) and about Keith at <http://keith.harrison-broninski.info>.

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<sup>i</sup> [www.bptrends.com/deliver\\_file.cfm?fileType=publication&fileName=ONE\\_09-09-COL-HumanProcesses-Harrison-Broninski-20090824.pdf](http://www.bptrends.com/deliver_file.cfm?fileType=publication&fileName=ONE_09-09-COL-HumanProcesses-Harrison-Broninski-20090824.pdf)

<sup>ii</sup> [www.cutter.com/project/fulltext/reports/2009/06/index.html](http://www.cutter.com/project/fulltext/reports/2009/06/index.html)

<sup>iii</sup> Amanda Benedict, "2007 Change Management - A Study by the Society for Human Resource Management", SHRM Research, 2007

<sup>iv</sup> "The Enterprise of the Future: IBM Global CEO Study 2008." IBM Corporation. May 2008

<sup>v</sup> IBM Corporation, *ibid.*

<sup>vi</sup> Harold L. Sirkin, Perry Keenan, Alan Jackson, John P. Kotter, Michael Beer, Nitin Nohria, Jeanie Daniel Duck, "Lead Change--Successfully, 3rd Edition (HBR Article Collection)", Harvard Business Publishing, 2005, [harvardbusiness.org/search/Michael%2BBeer+Nitin+Nohria/607797](http://harvardbusiness.org/search/Michael%2BBeer+Nitin+Nohria/607797)

<sup>vii</sup> SHRM Research, *ibid.*

<sup>viii</sup> IBM Corporation, *ibid.*

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