



OUR CAPABILITIES

Pitcher the Opportunity

Change Management

Change is created constantly at many levels in an organisation. Managing this change is the challenge.

Organisational change usually occurs due to a shift within three major sectors – marketplace, technology and industry rationalisation. Organisations need to be more aware of regional and cultural differences whilst working in diverse markets; they need to manage complex information flows, grasp new ideas quickly and spread these across the organisation; they need to bring together people at many levels to talk about shared future goals.

Preparing an organisation for an impending change, be it a new product launch, relocation, technology implementation or industry alliance – requires a broad set of skills, including:

Social skills

Organisations are social systems which are intensely political.

People skills

Organisations are people – communication/interpersonal skills are vital.

Analytical skills

Organisations are operations – processes, procedures and workflows.

System skills

Organisations are systems – technology, information and people.

Business skills

Organisations are commercial – growth and revenue.

Pitcher Partners understand change and its affect on an organisation. We have the expertise and skills to assist clients manage change effectively. Importantly we adopt a structured methodology to change management that allows clients achieve the full benefit of change.

Effecting Change

Any time an organisation seeks to redefine itself, system or processes, re-engineering of business processes, a system implementation or company merger are certainly likely to require change management.

Pitcher Partners has assisted clients in all elements of their major projects incorporating components of change management to ensure successful outcomes. Utilising our structured change approach, Pitcher Partners can reduce stress, rumour and work pressure during the course of a project.

vision	skills	reward	resource	checklist	measurement	= change
	skills	reward	resource	checklist	measurement	= confusion
vision		reward	resource	checklist	measurement	= anxiety
vision	skills		resource	checklist	measurement	= gradual change
vision	skills	reward		checklist	measurement	= frustration
vision	skills	reward	resource		measurement	= false starts
vision	skills	reward	resource	checklist		= unknown impact

By adopting the six components of the Change Model – **vision, skills, rewards, resources, checklist and measurement** – we can quickly identify and address likely resistance within the organisation and potential commercial risks that would impede a successful outcome.

Case Study

Aged Care Industry

This large organisation with over 20 aged care sites required a time and attendance solution to help reduce the costs of administering payroll and to ensure compliance to complicated award legislation. Pitcher Partners was requested to manage the system selection, implementation and business process with a strong focus on change management.

Pitcher Partners facilitated a cross-functional team to discuss anticipated problems and concerns that would arise as a result of the process and then began to develop a communication and complementary action plan. This plan included an assessment of each site to determine their particular issues, IT literacy of those to be trained and specific messages to be addressed. A significant amount of time was spent developing the business rules and business process to support the system, as well as, the development of highly customised training documentation. The training rollout was managed by

Pitcher Partners and included onsite visits, classroom training and ongoing support meetings for 6 months following implementation.

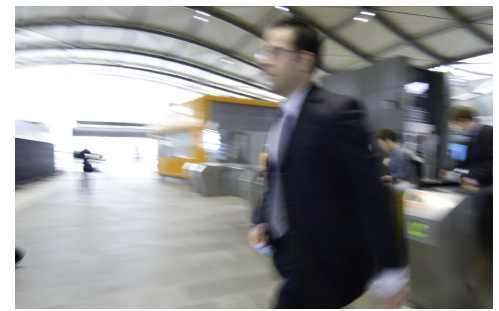
A major benefit identified by the organisation was the formation of cross functional relationships developed during the project that continued to create benefits in solving other business issues.

Case Study

Manufacturing - Electronic Components

A large manufacturing company had recently purchased a smaller competitor which senior management allowed to continue trading autonomously. With this competitor making heavy losses Pitcher Partners was requested to investigate the possibility of developing shared services for the finance function. The company understood that the process would meet with resistance and requested Pitcher Partners to manage the change process. Investigation into both businesses, taking into account key functions, culture and cost of restructure, allowed Pitcher Partners to propose a plan to keep each business unit independent.

The approach taken was highly consultative with all relevant staff being involved to identify redundant processes, re-aligning and re-creating



job specifications and cross training within the organisation. During the analysis phase several high risk issues were identified and effort was devoted to developing and aligning a communication plan that mirrored key areas of resistance. A program was established to ensure that key executives were aware of the issues and provided with appropriate responses, and a plan of intangible rewards was used to encourage uptake.

A project is a vehicle of change. Change management is the process and tools - communication, coaching, training - for addressing the people side of change.

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