

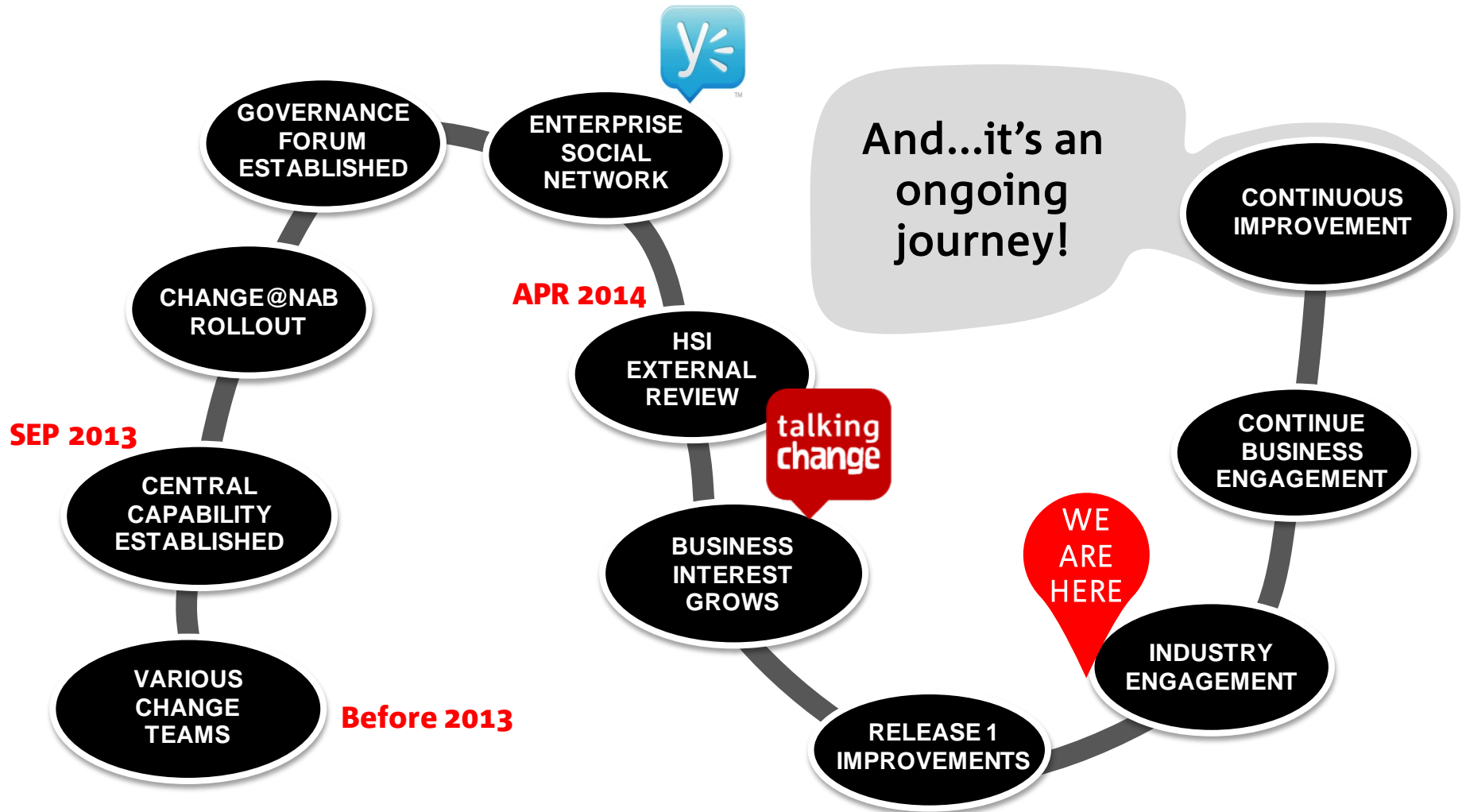
NAB Enterprise Change

Change@NAB Methodology

LENA ROSS
October 2014



What we've done



Hitting the mark



- Consistent – one way, same way
- Aligned to proven change theory – theory meets practice
- Scalable from projects to enterprise
- Aligned to Projects@NAB
- Promotes discussion over process

From project based to enterprise ecosystem



From project based to enterprise ecosystem





From theory to practice

Change@NAB Phases	Define the Change			Manage the Transition	Implement the Change	Sustain the Change	
Kotter 8 steps	Establish a sense of urgency	Create a guiding coalition	Develop a shared vision	Communicate the vision	Empower action	Generate short term wins	Consolidate gains, institutionalise the change
ProSci 3 phases (ADKAR) 5 sub phases	Preparing for Change			Managing Change		Reinforcing Change	
	Awareness	Desire		Knowledge	Ability	Reinforcement	
Lewin 3 phases	Unfreeze Shock a system out of stasis			Change Make purposeful adjustments		Refreeze Engrain adjustments in system	

What we deliver

Change@NAB TOOLKIT

Level 1
Level 2



It is **scalable**, scalable, scalable, scalable

Characteristics

Level 1

Self Service TOOLKIT
Typically BaU change

Level 2

Projects@NAB Aligned
Set of tools and templates
With five minimum
(mandatory) deliverables

Approach

Level 1

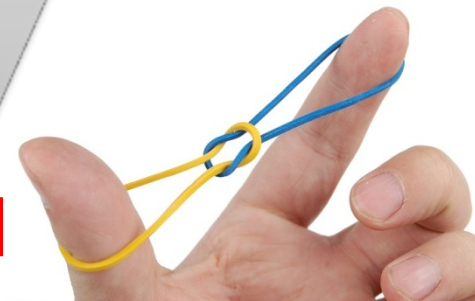
Level 2

Reach

Small Scale Change

Project Change

ACCESSIBLE: All found on the NAB Enterprise Change intranet



less



more



According to HSI

‘Change@NAB is one of the most well developed change management processes HSI has seen globally.

There is still improvement needed in implementing the processes across all portfolios, however the process itself is well designed.’

Source: *Organisational PPPM Assessment & Benchmark Report, April 2014, page 2*

It does take time to make it work

- Oversight
- Continuous improvement
- Governance Forum
- Enterprise Change team members – aligned performance metrics
- New starter training
- Ongoing business engagement and education



Where to from here

Stay focussed - on the mark

- Maintain oversight and governance for continuous improvement
- Continue business engagement and education for widespread adoption
- Stay abreast of industry best practice



An evolution

