Aligning your change to organisational infrastructure

Changes are only sustained if they easily fit with how the agency or department operates day-to-day. If change is not aligned to the organisation it causes confusion, low compliance and lowered productivity. Such a change program is likely to be superficial and short lived.

For simple projects it is unlikely you will need to align agency or department infrastructure to the change, but you still need to check. For example, you may need to update information management systems and people capability.

How to do it

1. Revisit and refresh your change impact assessment

The first step is to review your change impact assessment and build in as much detail as possible about potential impacts. Reviewing the organisation infrastructure pyramid will help trigger thinking about impacts you may not have considered before. As with any brainstorming activity, this is best done in a group involving people with different perspectives and experience.

Templates to help with aligning change
Change impact assessment

Organisational infrastructure pyramid[1]

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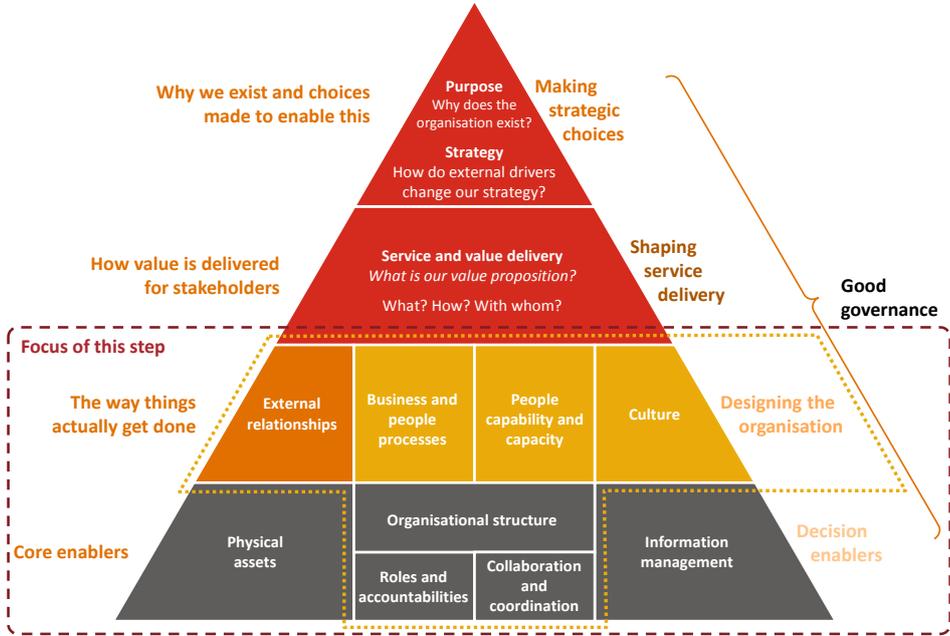
[1] Intellectual property of the Nous Group

2. Adjust organisational infrastructure

Use your revised change impact assessment to amend your plan so that it's tailored to supporting infrastructure. For example, if there is a change to processes, think about the supporting tools, training and measurement that may be required.

Success measures

You will know you have aligned with your organisational infrastructure when:

- other business areas and stakeholders agree that the impacts of the change have been considered and addressed
- there are no clumsy work-arounds required to mitigate the impact of the change on others (e.g. no part of the old way has to be retained in parallel with the new way).

Generally these results can be measured by:

- questioning internal and external stakeholders (workshops, interviews, surveys etc.)
- gathering and assessing quantitative data (e.g. user usage of a system).