



Life is never boring. The Directors of GXO on the road to change.

Are you "Change Ready"?

Change for the better is sometimes just plain hard work

How often have you thought about making that "necessary" change? And then pulled back from doing it even though you know deep down that it will be good for you. Well. You're not alone.

I know, for instance, that I really need to knuckle down and study for that exam. Passing it will mean that I will have a qualification that will open doors. Big doors. Wide open. So what's stopping me? More to the point. What's stopping you?

The fact is that change-for-the-better is sometimes just plain hard work. And making the effort is just part of the equation.

So what else is holding me, you, us back? You are likely to get many different answers depending on who you talk to. But some will have a common theme. "Life's not that bad where I am now. Really !!" "Fear of

the unknown." "Fear of failing ..." "When I really think about it, I'm not sure whether I have what it takes to get there..." Sound familiar?

Now just imagine this situation on a much larger scale. Your place of work is trying to change the way things are done. Modernising. Doing different things. New things. Things that no-one is really all that qualified in. Learning will be required. And for some that will mean that they have to prove themselves all over again.

Compared to all that upheaval there's the certainty of the here and now. The "old ways" have served the test of time. That's why they are after all "old". Let's face it, there has been a great investment in getting this far. Should all that refinement and honing really all be thrown away? In the end, everyone knows that things have worked well for a long time, so why really change?

It's a good question. And it needs to be answered truthfully and skillfully if you are

going to implement any significant change as a change, business, project, program manager.

The answer ofcourse lies in your approach and your understanding in what makes human beings change what they do.

It's not easy. But in a lot of ways it's fundamental. Just like making a change in your personal life, it requires thinking, motivation, learning, resources, and dare I say it - some leadership and courage.

After all that, for me, change still remains a leap in faith. Albeit calculated.

Walter Dirix

Want to know more?

Check out GXO Change's training and coaching programs:

- "Making Sense of Change"
- "Being an effective Business Change Manager"

Portfolio, Programme and Project Offices

P3O®

P3O® is a Registered Trademark of the Office of Government Commerce. The Swirl logo™ is a Trade Mark of the Office of

Portfolio, Programme and Project Offices (P3O®) is the latest best practice guidance from the OGC that brings together in one place "a set of principles, processes and techniques to facilitate effective portfolio, programme and project management" by implementing an appropriate decision enabling/delivery support structure for managing all internal changes in that organisation.



GXO Change is a P3O® Accredited Training Organisation

Recent guidance on establishing P3O's will help to optimise P3O implementations

P3O Findings

1. Age of a P3O

20% of P3O's, 1 year or less. 34% are between 1 to 2 Years. 29% - between 3 to 5 years. 17% - more than 5 years.

Source: PMI 2007

2. Time taken to implement a P3O?

Less than 6 months - 16%. Between 6 and 12 months - 27%. Between 1 to 2 years - 36%. Between 2 to 3 years - 12%. More than 3 years - 9%.

Source: PMI 2007

3. Conclusion

As at 2008, more than 50% of P3O's were less than 2 years old, and nearly 50% took between 1 to 3 years to implement.

About our Trainer

On top of his professional management qualifications and certifications, Walter is also a qualified trainer and assessor, with a solid background in teaching as well. He holds the nationally accredited trainer and assessor qualification - the Diploma of Training and Assessment (TAA 50104), along with a Diploma of Teaching.

GXO Change Pty Ltd

ACN/ABN 68 137 031 362

PO Box 5237
Lyneham ACT 2602

T +61 (2) 6227 0098

F +61 (2) 6227 0099

E assist@gxochange.com.au

W www.gxochange.com.au

We arrive at our destination with
all risks under control ...



Risky Business

No. This article is not about Tom Cruise and the infamous film that launched his career. But it is about risk. Something that we "take" and live with every day. So why is it sometimes so overlooked when we are delivering a major change, project or program?

I might be being a bit unfair. After all, there are many projects and programs that I know that can quickly produce for you their risk log or their risk management plan.

You could therefore think that risk is being managed, but you could be wrong. The existence of documentation does not mean that things are actually under control. And controlling risks is essentially what we should be doing. Let's face it, the consequences of not taking notice of risks can lead to missed opportunities, and at worst, cause grave damage and even loss of life. You don't have to look very far for some very pointed and painful examples, the most recent being the Home Insulation Program.

Managing Risk is therefore a very important part of any change, project or program; let alone running your regular day-to-day business. Good managers are those that maintain a practical view of managing risk, rather than treating it as a theoretical exercise in documentation and reporting. They apply risk management techniques, and actively manage and respond to risks. Just like real life.

Management of Risk is one of the major themes in GXO's PRINCE2® Foundation training program. PRINCE2® is a Registered Trademark of the Office of Government Commerce in the United Kingdom and other countries

A focus on benefits

What's all this fuss about benefits all of a sudden? The buzz around town these days seems to be all about *managing benefits*. *Benefits* has become a sexy word. Benefits are "in".

The latin expression "*Bene factum*" has been around since the 14th century. So the concept should probably be quite familiar to us. The good news is that it is.

Simply put, a benefit is an expression of something that enhances or promotes well being, or better still, adds value !! And why would you undertake any activity if it didn't provide you with some value? This is one of the main points made by Sir Peter Gershon (in the Gershon Report provided to the Australian government in 2009).

Surely we should understand why we are making an investment? what we want to achieve in a better way? what greater value we want to get?

Just like a mystic revelation, being clear of the benefits "upfront" opens up and provides clarity for everything else that needs to be done to get us to that *better* place. It defines the new or different outcomes that have to be produced. It scopes the new capabilities that have to be designed, acquired or built. It shows you the business changes that need to be made. And often, it will also probably show you the major issues and risks that you face. All of that *before* you have started any project, major investment or major change. No wonder people are talking about benefits management.

Interested in Benefits Management? Check out the GXO Change's Expert Series and Hands On Series of coaching programs that deal with this subject.