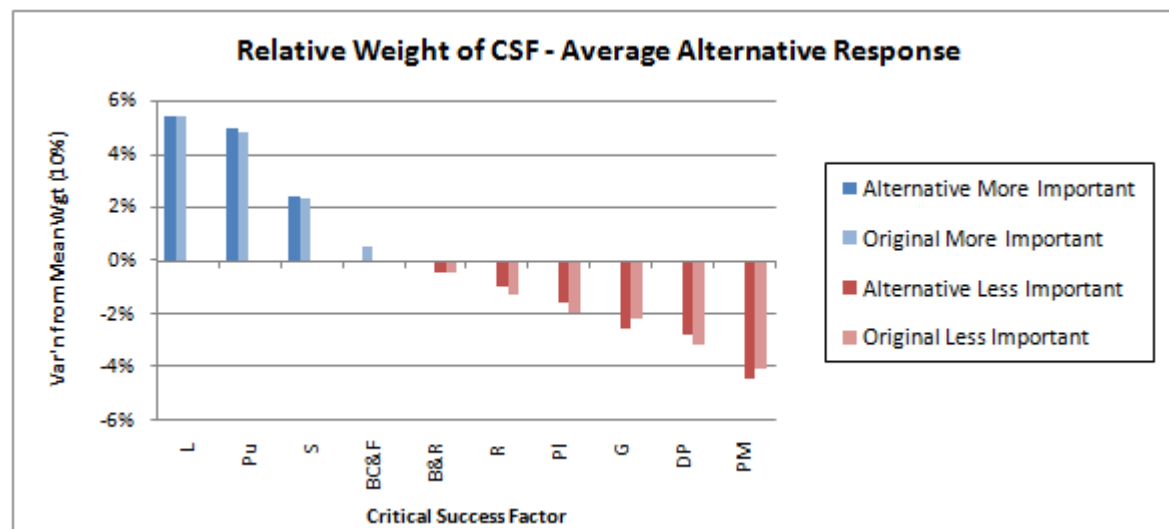


Analysis of Alternative CSFs

Respondents were invited to offer alternative Critical Success Factors (CSFs) to our top ten and to say where they would fit in the overall ranking. In many cases, we felt these were specific elements of one or more of our top ten factors. We present these below, together with our analysis of:

- How they map, if at all, to our top ten CSFs
- What the impact would have been on the overall results had the respondents' alternative rankings been used.

In short, we do not believe the alternative CSFs or their rankings would have materially changed the survey outcome (see chart below), and have, therefore, left them out of the analysis in the main paper.



The mappings of alternative CSFs our top ten are shown in the table beginning overleaf.

Alternative	Rank	Where this fits										Comments	
		L	Pu	S	BC&F	B&R	R	PI	G	DP	PM		
Measurement features to assess engagement and outcome achievement	4											X	
Understanding that the change is beneficiary and should take place now	1		X										
There is no replacement for senior management involvement and communications	1	X		X									
pilot testing to understand and minimize unintended outcomes.											X		Not ranked by the respondent
A shared, common vision and understanding of the outcome	3		X										
unless already part of one of the items mentioned above: the long term benefit and the win-win employer-employees	2			X	X								
There needs to be a clear vision that defines objective and a clear understand of the current state.	2		X				X						Current state should be in the roadmap - but don't get bogged down in As-Is analysis
Not what to do but how; need transformational rather than transactional CSFs.	1												Observation, not a new CSF
A dedicated testing team, a detailed test plan, and user participation in testing.	10										X		Ranked 10th by respondent
Clear vision linked to the blueprint and roadmap and compelling need for change	1		X										
A communication platform and plan.	4			X									
Communication	1			X									
Realtime decision making at all levels of Organization	3			X						X			

Alternative	Rank	Where this fits										Comments	
		L	Pu	S	BC&F	B&R	R	PI	G	DP	PM		
A well defined and communicated sense of urgency accross organization	3		X	X									
Measurement and pulse checks before, during and after to review process and outcomes	3										X	X	
Change is modelled by leaders/change champions	5	X											
Not sure the difference between 5-7; other factors include Training, culture alignment, OD factors, communication in general, stakeholder involvement greater than just communications. All evaluated upfront through a risk and readiness assessment.	4			X									
An understanding of the importance of employee engagement	2			X									
Competetent team	3						X						
Organisational Culture desiring change	1	X		X									
Measurement of all of the above	5											X	
Providing incentives for people to make and support the change	5			X									
Stakeholders who understand the need for change and desire to participate and support the change	3			X									
leadership quality, mentoring, empowerment, challange, change control	1	X											
Work the loses and not just the changes, focusing on benefits/value	6												Not sure about this one - BC&F? PM?
Clear and repeated communication on the change	3			X									
Continual evaluation of progress, goals, stakeholder involvement, and benefits	5								X			X	

Alternative	Rank	Where this fits										Comments
		L	Pu	S	BC&F	B&R	R	PI	G	DP	PM	
Team Sponsor (or maybe this is the same as Stakeholders)												No ranking provided
Leadership need to live and breathe the change	1	X										
Among the plan a visible schedule, that is followed-up constantly to monitor the change.	4							X	X			
Very clear specification of success criteria (and failure criteria)	2		X									
Political will to commit to the initiative for its full duration	5	X										
Clear and accountable ownership of the project within the business (not in Change)	5	X		X								
A strong sense of real urgency	1		X									
Clear accountability of the sponsor - to deliver the benefits and authorise the spend to implement the change	5	X										
behavior modification	6			X								
No. The "Plan" factor is really a duplicate of the "Blueprint and Roadmap"												May be true in smaller initiatives, but in larger ones there is a clear difference
Commitment and empowerment of leadership - The necessary will and authority to do what it takes	2	X										
Agreed and clearly communicated measures of success	5		X									
A good understanding of the organisation's capacity to manage and absorb change.	5			X								
A compelling case for change	1		X									

Alternative	Rank	Where this fits										Comments	
		L	Pu	S	BC&F	B&R	R	PI	G	DP	PM		
A clearly defined, planned and well-managed communications function	5			X									
Adequate preparation of & support for those who will receive the change as well as those who will deliver it.	4			X				X					
A core factor driving the change (could be a person, or a market force such as competition)	1		X										
Intended outcomes that meet a recognisable and compelling need. (Er, it's what you're delivering, stupid!)	1		X										
Excellent communications before, during and after the change	5			X									
Effective communicatins / engagement / involvement of people impacted by the change	3			X									
A 'burning platform' or real need to make some change!	2		X										
an attention to the impact of the change on the people who work in the company	3			X									
leadership alignment and engagement	1	X											
A strong communication plan for engaging stakeholders, regular updates, and for collecting input/feedback	4			X									
Overt Top Management (i.e. main board level) support	1	X											
People, people, people and an inspiring leader	1	X					X						
A process for ensuring that all team members are aligned to the goals	2			X									

Alternative	Rank	Where this fits										Comments	
		L	Pu	S	BC&F	B&R	R	PI	G	DP	PM		
I think in the leadership point i would add the word "committed", so ".visible, active, accountable and committed."	1	X											
Change Management workshops for organization	9							X					
It may be inferred in 1, but there needs to be a clear statement to the people going through the change of 'WIIFM - what's in it for me?')	4			X									
Luck and hard work	1												Not sure we can influence the first - but you might say the better you perform on your CSFs, the luckier you get!
A few above appear redundant. A 'blueprint' and a 'plan' are the same. A education and training strategy is missing. It goes along with an effective communication strategy.	6			X									May be true in smaller initiatives, but in larger ones there is a clear difference
Alignment of initiative with a company's strategic / operational goals and objectives.	2		X				X						
Short tem acomplishments to drive further change	9						X						
would insert user validation and involvement throughout to address EQ (emotional quotient) factors, cultureal concerns, buy-in after mgmt implements change, basically ensure the project's success	3			X									
Leader ownership, and courage to follow through.	1	X											
Effective management of risk and opportunity	6								X			X	

Alternative	Rank	Where this fits										Comments	
		L	Pu	S	BC&F	B&R	R	PI	G	DP	PM		
Relationship management between Client/SRO and Client Agent/Programme/Project Director.	3			X									
An integrated change approach that delivers behaviour change not just skills change	5					X							
communication activities clearly linked to the project's objectives and key audiences	3			X									
Evalgelised quick wins to gain and sustain stakeholder and team commitment	4			X		X							
pervasive can do will do culture	2			X									
A clear understanding of why people might resist.	4			X									
Use of change methodology & tools	5									X			
Engagement of the people of the organization to establish ownership	5			X									
Unreserved Leadership Commitment to Change	1	X											
A Transition plan which focusses on peoples emotions (cultural)	3							X					
Alignment with the politicians agenda	1			X									
An effective programme or project manager who understands the business and a skilled influencer,	5								X				
All of the above in combination	1												No change to ranking