



## Call for Public Comment:

# The EMA-I Change Management Lifecycle Framework

26 March, 2010

## Introduction

The **Enterprise Management Association – International** (EMA-I) is a new, not-for-profit professional organization dedicated to helping individuals and organizations improve their ability to execute strategy and improve operational performance by more effectively managing the cycle of change. EMA-I began accepting founding members as of March 1<sup>st</sup>, 2010.

More information about the association can be found at [www.ema-i.org](http://www.ema-i.org).

One of the objectives of EMA-I is to develop recognition within organizations for the need to better integrate the activities and practices between individual disciplines to advance changes through the entire lifecycle of business management.

To facilitate this, EMA-I is structured around a proposed framework that describes the primary business areas and associated functions associated with managing the cycle of change. A graphical summary view of the **EMA-I Change Management Lifecycle Framework**<sup>™</sup> as currently proposed, is provided as Exhibit A. The exhibit can also be downloaded at [www.ema-i.org](http://www.ema-i.org).

In order to establish the best reasonable framework from which to model future association activities upon, EMA-I invites all interested parties to offer constructive comment on these exhibits. Comments will be accepted via email through May 14th, 2010. Comments may be sent to: [framework@ema-i.org](mailto:framework@ema-i.org).

Public comments will also be accepted via a discussion thread at the **Enterprise Management Association - EMA-I** Group on Linked In<sup>®</sup> ([www.linkedin.com](http://www.linkedin.com)).

## Use of the Framework

The proposed **EMA-I Change Management Lifecycle Framework** is composed of ten business areas. Each business area lists several primary functions that are accomplished within that area to advance the cycle of change.

Expected usage of the framework by EMA-I includes, but is not limited to:

1. Establishing 'Enterprise Practice Communities' for the major business areas
2. Structuring the association content, practices and knowledge base according to relevant business areas and primary functions
3. Applying the framework as the basis for a drill-down menu for various uses
4. Mapping inputs and outputs needed from one business area to others to advance the lifecycle
5. Offer the framework as an open standard for adoption and use by other organizations in an effort to promote more consistent integration, terminology and alignment between different specialized disciplines, methodologies, standards, practices and approaches

## Design Considerations

### **Balance**

Among our primary design considerations for the framework is achieving a practical balance between functionality for its intended uses and providing adequate level of detail and accuracy. For example, the designers recognize that many of the functions currently listed within a given business area are often further represented by an underlying process, or perhaps multiple processes and/or sub-functions. We envision that such underlying levels of detail will emerge as additional tiers as the framework is applied.

The objective toward achieving a practical balance is to establish enough differentiation among business areas and functions to facilitate its use as noted above.

### **Terminology**

One of the goals of the terminology selected for use in the framework is to apply language as it is understood *in common business use*, rather than how certain terms may have been narrowly redefined or applied within specific disciplines, methodologies or standards. In addition to maintaining an agnostic position regarding various methodologies or standards, the international nature of EMA-I requires that we be cognizant of how terms will be interpreted around the world and in many different languages.

For example, we apply the term 'change management' in the broadest sense of the term, rather than how it is narrowly interpreted in reference to a project scope change, change in IT configuration, or applying only to human/cultural factors. Similarly, the business areas of Service Management and

Operations Management are intended to apply across the enterprise and multiple sectors. Functions such as disaster recovery (DR) may apply equally to considerations such as re-establishing office space, communications, logistics, supply chain and other physical capabilities, as well as how DR is viewed from an information technology perspective.

With this in mind our goal is to define the framework and its contents in a manner that enables logical application across all areas of businesses, public agencies, not-for-profit groups and other organizations.

### **Detail**

The goal for the level of detail included in the design of the **EMA-I Change Management Lifecycle Framework** (in graphical form) is to maintain it as a single page summary view, either in print, on a web page or within an application. As such, design will be limited to defining two levels of detail at this time: the business areas directly and substantially involved in the lifecycle of change, and the primary functions that are executed within them.

Perhaps the most subjective component of the framework design is the determination of what constitutes primary functions versus lower level functions that are contained within them. For example, in the business area of Operations Management, we have listed Resource Management, Skills Management and Staff Development as primary functions. Some might argue that staff development and skills management are sub-functions under the broader function of resource management. Our current model chose to list them separately because of anticipated levels of interest in these topics, but we are open to other perspectives.

As the framework is further matured, we anticipate adding supporting definition to each of the functions to further clarify intent and minimize misinterpretation.

### **Scope**

Some common operational business areas are intentionally excluded from the framework; for example: sales, marketing, supply chain, logistics, human resources, manufacturing, and associated quality control activities. While these business areas can certainly be involved with, and are impacted by the results of change decisions and implementing change, they do not play a direct and universal role in the lifecycle of change. As a result they are not presently included in the scope of interest of EMA-I.

We would be interested to hear any thoughts on how a manufacturing and sales cycle might align and intersect with the change management lifecycle.

## **Comment Submittal, Review and Reconciliation**

Submitting comment on the **EMA-I Change Management Lifecycle Framework** is considered a voluntary contribution to the EMA-I body of knowledge, and may be subject to access by EMA-I membership. While all comments sincerely appreciated and will be taken into consideration, their acceptance does not constitute any responsibility on the part of EMA-I to respond, incorporate, or otherwise acknowledge comments.

A working committee of EMA-I members will be established to review and disposition comments. Once comments are considered and incorporated, EMA-I will make the **EMA-I Change Management Lifecycle Framework** available on the organization website for public access.

Any questions associated with the process as described herein may be directed to:  
[framework@ema-i.org](mailto:framework@ema-i.org).

## Example Questionnaire for Comment

The following questions represent the types of input that EMA-I would like to receive associated with the framework, however, these are only offered as suggested areas of comment. It is not our intent that these questions be fully responded to as a survey or be considered in any way to limit the scope of comments.

1. Do the ten business areas listed on the framework:
  - a. Adequately describe the primary functional areas associated with managing change?
  - b. Reflect appropriate naming convention?
  - c. Follow a reasonable sequence? (the cycle of change is assumed to generally operate in a clockwise manner on the framework, understanding many functions happen in parallel)
2. What are the primary organizational roles associated with these business functions?
3. What roles are involved in each of these areas?
  - a. Directly Responsible
  - b. Key Stakeholder
  - c. Supporting Interest
4. For each Business Area:
  - a. Do the primary functions listed adequately describe the main activities performed in this area to advance the cycle of change?
  - b. Are the functions properly described by the terms used?
  - c. Are they included in the correct business area?
5. What roles are involved for each of the functions listed as being:
  - a. Directly Responsible
  - b. Key Stakeholder
  - c. Supporting Interest

d.

Exhibit A: EMA-I Change Management Lifecycle Framework™

Strategic

