



CubeMatch
It's all about solutions

RESPOND TO CHANGE

White paper

July 2020 - CubeMatch Ltd.

TABLE OF CONTENTS

- Introduction
- Decide to Respond
- Assess Change Context
- From Predictive to Adaptive
- Towards a Common Goal
- Choose your Partner
- Conclusion

INTRODUCTION

The global pandemic has proven to be challenging and with currently 500,000+ people receiving the pandemic unemployment benefits in Ireland alone (Miley 2020) and a further number of organisations availing of the COVID-19 temporary Wage Subsidy Scheme, these are unprecedented times. It may be challenging for any manager to justify the case for new hires when many companies initially focus on cost savings to adjust to the temporary closure of businesses brought about by the pandemic. With many governments now easing restrictions and companies slowly returning to business, signs are beginning to emerge that this virus may potentially have come with the side-effect of an unpredicted economic upheaval. This is the first global economic crisis we are facing since the 2008 financial crisis.

History, however, has taught us that the economy operates in cycles and over time the economy will reach a new equilibrium (Canto 2018). Every industry is different and follows a different cycle with the pharmaceutical and health care industries currently in higher demand. Procyclical industries, however, can be severely challenged in times of economic hardship (Tan 2015). Organisations have started the race to adjust to the new economic realities, with organisations launching new initiatives and embracing technology to move to a cashless society all over the world. This race to adjust will set the leaders apart from laggards. For leaders, the challenges posed by the current circumstances will act as catalyst or accelerator of change and innovation. A mere focus on cost reduction, therefore, will not set a company apart from its competition and will not help it win or even stay in the race. To survive, businesses will need to balance and invest wisely and sustainably in initiatives to maintain and build current and new capabilities to remain competitive.

This paper is a call for change and discusses the organisation of change. CubeMatch is continually looking to improve the ways in which it supports its clients. The CubeMatch practice areas can support and assist organisations to not only weather the current storm but also to strike a balance between cost reductions and launching successful initiatives to maintain and build organisational capabilities and, deliver their COVID-19 recovery strategies and organisational change initiatives.



DECIDE TO RESPOND

After this talk about crisis and economic cycles, let us start the next section with four quotes:

Albert Einstein - *"If you always do what you always did, you will always get what you always got"*

Steve Jobs - *"Innovation distinguishes between leaders and followers"*

Michelle Obama - *"Don't make decisions based on fear. Make decisions based on hope and possibility. Make decisions based on what should happen, not what shouldn't"*

Peter Drucker - *"The most effective way of managing change is to create it"*

The above quotes from leaders across different fields, illustrate that even though times can be challenging, one cannot expect that different outcomes are achieved without change. Change is generally feared as it challenges the status quo but change itself is natural. Change is a message of hope and a call to action. Innovation is change and change in organisations is selected, created, and managed. It is important that leaders understand that they select how organisations and teams respond to the current situation and that change is created, managed, and controlled.

ASSESS CHANGE CONTEXT

As part of creating change, organisations must decide how change is managed. Assessing several factors might help determine the best approach to elicit and manage change in an organisational context. These are:

1. **Business needs** will play a role as in some approaches clarity of needs is required early on, while other approaches allow clarity to arise iteratively.
2. **Value proposition of change** is about the goals, and objectives of the change. It is the business case for the change and focuses on the value being realised by the change and therefore, should feed into the decision on how this value is best realised.

3. **Industry factors** such as the industry structure, level of competition, existing and potential customer segment, diversity and power of suppliers, political, regulatory, and macroeconomic factors as well as technology will have an impact on how to organise a change. It can particularly have an impact on the speed and desired accuracy in which the change is pursued.

4. **Organisational factors** as for example: organisational capabilities and processes, policies, technologies and infrastructure, business architecture and internal assets will determine the type of change selected and change approach to follow, playing to an organisations' strengths.

5. **Risk appetite** will play a factor in determining what change is selected and how change is organised, monitored, and controlled.

6. **Scale and complexity of change.** The size of the change and its complexity, e.g. the number of systems impacted, or the number of geographic regions included, will have an impact on the preferred method to manage change.

7. **Organisational culture** will factor into the openness and readiness of an organisation to change. Stakeholders can resist change for a variety of reasons such as different cost-benefit perception, misunderstanding and lack of trust, low tolerance for change, and parochial self-interest leading to political behaviour (Kotter 2008). Stakeholder analysis can identify stakeholder attitudes and set out strategies to manage stakeholder attitudes and overcome resistance to change.

FROM PREDICTIVE TO ADAPTIVE

Based on this assessment, a suitable change approach for an organisation's initiative can be defined. There are multiple methodologies and frameworks ranging from predictive to adaptive approaches that are each supported by project management, business analysis, software development and test practices. On one side of the predictive/adaptive continuum, the oldest most established predictive approach, or the waterfall methodology, can be found. The waterfall methodology is divided into phases of Requirement Gathering and Analysis, Design, Implementation, Testing, Deployment and Maintenance and is supported by PRINCE2 methodology and the PMP framework. Both have traditionally been set up as predictive project management approaches that manage projects according to the stages of initiation, planning, design, execution, monitoring and controlling, and closure.

Predictive approaches are suitable for initiatives that:

- Can be well defined before implementation in terms of business needs and requirements. Activities can be identified and divided into deliverables and tasks can be planned and executed consecutively in line with the project stages
- Desired maximisation of control and minimisation of risks
- Focus on formalisation and documentation due to the nature of the industry, heavy reliance on vendors, the regulatory environment or the organisational processes and policies or internal assets make this desirable (IIBA 2015).

Towards the other end of the spectrum, adaptive approaches such as for instance, Lean, Six Sigma and Agile Project Methodology with its various frameworks of Kanban, Scrum and Extreme Programming, can be found. Adaptive approaches are characterised by the desire for continuous improvement. Lean and Six Sigma are aimed at reducing waste or variance within organisations and use project methodology to reduce waste or variance with each cycle, further increasing the portion of value-added activities or defect free output. Agile project and software approaches focus on short iterative delivery cycles that allow feedback to be quickly obtained and ensure functioning software is developed in line with business needs. Adaptive approaches are suitable for initiatives that:

- Have difficulty defining needs and requirements clearly ahead of implementation resulting in a high risk of inaccurate implementation, or where needs or requirements are not clearly understood and may lead to frequent changes that are easier to accommodate in agile practices
- Where activities can be defined in iterations with deliverables identified ahead of tasks
- Have information gathered and learning occur through team interaction
- Existing solutions (IIBA 2015).

There is a trend to move towards agile ways of working with both PMP and PRINCE2 also having established agile practices. Moreover, many of the methodologies, frameworks and organisational approaches are often in practice not applied in their pure form. Some frameworks can even be utilised across the continuum of Predictive/Adaptive approaches, such as the Business Analysis Body of Knowledge or BABOK Framework.

Organisations often adapt Agile practices to an extent and in a way that suits their circumstances and needs. Organisations often match agile practices such as Kanban and Scrum, with some of the documentation requirements or monitoring practices of the traditional predictive approaches, creating hybrid approaches to change management that provide some of the benefits of both sides of the continuum.

TOWARDS A COMMON GOAL

In both Agile and Waterfall, project management ensures that initiatives have an organised start, after which the project is organised, monitored, and controlled through chosen perspective techniques and work is tidied up before the project is closed. Through project management combined with business analysis, strategy, scope, schedule, budget, and resourcing are defined, scheduled, and arranged. Resources such as Analysts, SMEs, Developers and Testers are assigned to the initiative and together they aspire to bring the project to a successful completion. Project contributors must all be united around a common goal with frequent communications providing a vision that reiterate this goal and ensures buy-in from everyone involved. Involvement equals commitment but organising around a common goal becomes increasingly difficult with an increase in project size and number of vendors involved. Few organisations develop initiatives solely in-house. Today's market offers an abundance of solutions with new trends arising constantly. Companies increasingly switch to cloud solutions to reduce cost of on-site data warehouses. With initiatives like these and others, it is important to select the right solution and partners that will work together towards the organisation's goal.

CHOOSE YOUR PARTNER

CubeMatch is a specialist provider of business transformation and change related services and prides itself on being a trusted partner for its clients. CubeMatch is committed to delivering quality solutions and supporting client organisations. With an average of 15 years of change delivery experience in Financial services, CubeMatch provides experienced consultants that hit the ground running and add value from day one. Most of CubeMatch's experience has been obtained in delivering change in Irish Pillar banks and Financial Institutions.

Clients can be assured that our consultants have the required industry and system knowledge and are proficient in delivering both new and BAU initiatives. To support client initiatives, experienced professionals or teams of professionals can be provided against competitive and blended rates. SMEs in the areas of Credit Analysis and Reporting, Data Remediation, IT Risk, and funds can also be supplied. CubeMatch has the capability to deliver change initiative "end-to-end" and this rooted in its values of commitment, competence, community, and trust. CubeMatch confidently and wholeheartedly supports its clients on their digital innovation and COVID-19 recovery journeys via its practice areas.

- **Project Delivery**

The CubeMatch Project Management consultants are experienced in assisting organisations to detail programmes, establish the PMO, develop project plans, maintain, and deliver client's objectives using the Waterfall, PRINCE2 methodologies or PMP framework dependent on suitability to clients' organisational standards. The professionals will guide the project or programme through successful initiation, planning, design, execution, monitoring and controlling, closure stages and track end-to-end status of your project; but can also establish project governance, develop operational efficiencies through standardisation of processes and centralisation of information in project health reports to assess progress against milestones, goals, costs and manage project risks, assumptions, issues and dependencies.

To match an Agile mindset, the Project Management consultants will work together with stakeholders to set milestones and will coordinate the iterative delivery cycles at a sustainable pace through Scrum or Kanban frameworks. The Project Management professionals are available to work as Scrum Master, Extreme Programme (XP) Manager or Coach, Project Manager, Programme Manager or PMO.

- **Business Analysis and Process Design**

The CubeMatch Business Analysis consultants will collaborate with project stakeholders to plan and monitor Business Analysis activities, to elicit and communicate Business Analysis information, manage the requirement life cycle, analyse strategy, develop requirements architecture and define designs as well as analyse solution performance and make recommendations for improvements.

The Business Analysis practice area also supports specialist areas such as data, process and system analysis and business architecture as well as Lean and Six Sigma methodologies to reduce waste and variance with expertise in this area ranging from Yellow/Green belt to Master Black Belt. The Business Analysis consultants are guided by the BABOK framework and can apply Business Analysis techniques across the continuum of predictive and adaptive approaches. The Business Analyst Professionals have a big toolbox at their disposal, that includes techniques as Backlog Management, Business Model Canvas, Data Flow Diagram, Data , Decision and Process Analysis and Modelling, Focus Groups, Functional Decomposition, Interface Analysis, Metrics and KPI measurement, functional and non-functional requirements analysis, roles and permission matrices, root-cause analysis, scope modelling, stakeholder analysis, documentation of user cases and user stories, as well as the facilitation of workshops.

The consultants will adapt to your stakeholders and project methodology with a focus on face-to-face interaction and embracing of changing requirements in Agile practices and more of a focus on formality in waterfall run projects to close out work in progress at the end of each project stage. The Business Analyst professionals are available to act as Product Owner, Extreme Programme (XP) Customer, Lean Consultant, Six Sigma Belt Specialist or simply as a Business Analyst.

- **Technical Delivery**

The CubeMatch Technical Delivery consultants can assist in software and database development, data integration, analytics and business reporting solutions design and implementation, cyber-security design and implementation as well as consult on configuration management and provide DevOps expertise. The Technical Delivery consultants are familiar with a variety of approaches, such as Waterfall, DevOps, Agile and Extreme Programming (XP) and can assist in delivering transformational change with a method that is suitable for the client's objectives. Agile development processes focus on excellent design and continuous development of high-quality software in short iterations that are maintained at continuous pace and combined with extensive collaboration and communication to ensure the developed software meets business needs. For instance, XP uses pair-driven development that is focused on simple design, code integration and is frequently subjected to customer tests, promoting code enhancements in line with needs (Agile Alliance sd). DevOps practices aim to ensuring software is continually functional, which helps organisations to minimise downtime, release faster and more frequently with short feedback windows, ensuring high quality and stable software (Atlassian 2020).

For clients that prefer a controlled phased approach, waterfall methodology is suitable. The Technical Delivery consultants will deliver across the requirement gathering and analysis, design, implementation, testing, deployment, and maintenance stages. The Technical Delivery professionals are available as Technical and Solution Architects, Technical Analyst, Technical Release Managers and, Developers who have extensive knowledge of various technologies and programming languages to ensure best techniques are employed to successfully deliver the change initiative.

- **Quality Assurance & Testing**

The CubeMatch Quality Assurance and Test consultants advise, provide guidance on, and implement QA and test capabilities. CubeMatch QA and Test consultants are proficient in working in a traditional waterfall environments and deliver quality outcomes throughout the planning, monitoring and control of the testing activities and tasks, but are also experienced in the management of agile test practices, including Scrum, Kanban and Extreme Programming. The Quality Assurance and Test consultants constantly pay attention to technical excellence and functioning software is their fundamental measure of progress. The CubeMatch Quality Assurance and Test consultant have expertise in Selenium & HP tool sets and are available as QA specialists, Test managers and Testers across the fields of SIT, Functional, Non-Functional and UAT testing.

CONCLUSION

Each organisation must decide whether it prefers to maintain the status quo or utilise the current crisis as an accelerator and catalyst for change and contribute actively to shaping the future in forming the new economic equilibrium. Wisely and sustainably investing in change might just be what is needed, and change is best managed when it is created. But there is no default roadmap for managing change that ensures success. What works for one organisation or industry may not work in another as each organisation has its own strengths, capabilities, and unique environment. Over time, a unique approach or marriage of approaches tailored to an organisation's circumstances, may become that organisation's competitive advantage that provides it the agility and strength to overcome challenge.

Once a change management approach is selected, it is crucial to unite contributors around a common goal. This includes selecting trusted partners to drive the change and successfully deliver the solution. CubeMatch adapts to the needs of its clients and has the key business experience to add value and confidently address clients' challenges.

While CubeMatch is committed to continue to support its existing client base in their change initiatives in the Banking and Insurance industry, CubeMatch can also be your trusted partner. CubeMatch has capability to deliver your change initiative "end-to-end", to high quality, on-time and within budget, as "It's all about Solutions".

KEY SOURCES

- 10 Inspirational Quotes from Female Leaders:
<https://successresources.com/uk/10-inspirational-quotes-female-leaders/>
- Agile Alliance. Extreme Programming:
<https://www.agilealliance.org/glossary/xp/>
- Agilemanifesto. Principles behind the Agile Manifesto (2001):
<https://www.atlassian.com/agil>
- ASQ. LEARN ABOUT QUALITY (2020):
<https://asq.org/quality-resources/six-sigma>
- Atlassian. DevOps: Breaking the Development - Operations barrier (2020):
<https://www.atlassian.com/devops>
 - Kanban (<https://www.atlassian.com/agile/kanban>)
 - Scrum (<https://www.atlassian.com/agile/scrum>)
 - The Agile Coach - What is Agile (<https://www.atlassian.com/agile>)
- “Introduction: Asset Allocation: Indexing, Smart Beta, and ValueTiming.” In Economic Disturbances and Equilibrium in an Integrated Global Economy, by Victor A. and Wiese, Andy Canto, 15 - 26. London: Elsevier (2018)
- CubeMatch Services:
<https://www.cubematch.com/services>
- “Test Management” In Certification, Foundations of Software Testing: ISTQB, by Graham Dorothy, 130. Gaynor Redvers-Mutton (2007)
- Forbes 4 Ways To Ease The Transition From Waterfall To Agile (November 2018):
forbes.com/sites/insights-scrumalliance/2018/11/01/4-ways-to-ease-the-transition-from-waterfall-to-agile/#c55c73a6fdf3
 - Management In The Age Of Agile (<https://www.forbes.com/sites/insights-scrumalliance/2018/11/08/management-in-the-age-of-agile/#31841bcf3449>)
- Goodreads.com. Albert Einstein Quotes:
<https://www.goodreads.com/quotes/1171726-if-you-always-do-what-you-always-did-you-will>
- IIBA. BABOK V3. Toronto: International Institute of Business Analysis (2015)
- iSixSigma. Six Sigma Roles and Responsibilities:
<https://www.isixsigma.com/new-to-six-sigma/roles-responsibilities/six-sigma-roles-and-responsibilities/>
 - Statistical Six Sigma Definition (<https://www.isixsigma.com/new-to-six-sigma/statistical-six-sigma-definition/>)

- What is Six Sigma? (<https://www.isixsigma.com/new-to-six-sigma/what-six-sigma/>)
- Kotter, John P. and Schlesinger, Leonard A. Harvard Business Review - Choosing Strategies for Change (July / August 2008):
<https://hbr.org/2008/07/choosing-strategies-for-change>
- Lean Enterprise Academy. The Role of the Lean Team in a Lean Transformation (22 May 2015):
<http://www.leanuk.org/article-pages/articles/2015/may/22/the-role-of-the-lean-team-in-a-lean-transformation.aspx>
- Lean.org. Principles of Lean:
<https://www.lean.org/WhatsLean/Principles.cfm>
 - The Lean Transformation Framework
(<https://www.lean.org/WhatsLean/TransformationFramework.cfm>)
 - What is Lean? (<https://www.lean.org/WhatsLean/>)
- Leanmasters.com. Lean Roles and Responsibilities:
<http://www.leanmasters.com/lean-tools/lean-roles-and-responsibilities/>
- LINCHPIN SEO. A Beginner's Guide To The Agile Method & Scrums (13 March 2020):
<https://linchpinseo.com/the-agile-method/>
- Lynn, Rachaelle. Lean Management, The Role of Lean Leaders:
<https://www.planview.com/resources/articles/lean-management-lean-leaders/>
- Miley, Ingrid. RTE - Number of people on Pandemic Unemployment Payment dips (18 May 2020):
<https://www.rte.ie/news/business/2020/0518/1139104-pandemic-unemployment-payments/>
- Mohan, Namratha. What are PMO roles and responsibilities in an organization? (26 July 2019):
<https://www.saviom.com/blog/pmo-roles-responsibilities-organization/>
- Obama, Michelle. Becoming. Crown Publishing Group (2018)
- Peter's Post - Excerpts from "Create Your Future the Peter Drucker Way: Developing and Applying a Forward-Focused Mindset"(30 December 2013):
http://petersposting.blogspot.com/2013/12/excerpts-from-create-your-future-peter_30.html
- PRINCE2. PRINCE2 Methodology (2020):
<https://www.prince2.com/eur/prince2-methodology>
 - What is PRINCE2 (<https://www.prince2.com/eur/what-is-prince2>)

- Project Management Institute, Certifications (2020):
<https://www.pmi.org/certifications>
 - PMBOK® Guide and Standards (<https://www.pmi.org/pmbok-guide-standards>)
- Raman, Sanjeev. eXtreme Programming The Methodology (2014 April):
<https://www.infoq.com/articles/implementing-xp-methodology/>
- Ruth, Angela. STEVE JOBS – LEADER OR FOLLOWER:
<https://due.com/blog/steve-jobs-leader-or-follower/> (accessed May 2020).
- Science Direct. Economic Cycle:
<https://www.sciencedirect.com/topics/economics-econometrics-and-finance/economic-cycle>
- Tan, Hao “Cyclical Industrial Dynamics.” In International Encyclopedia of the Social & Behavioral Sciences , by James D. Wrighy, 651-654. Elsevier (2015)
- Tutorialspoint. SDLC - Waterfall Model (2020):
https://www.tutorialspoint.com/sdlc/sdlc_waterfall_model.htm
- Wells, Don. Extreme Programming: A gentle introduction (8 October 2013):
<http://www.extremeprogramming.org/>



CubeMatch

It's all about solutions