

Ways of bringing about change

- Building long-term infrastructure

BCG has been working in the area of Integrated Strategic Change for 20 years, and over that period we have utilised a variety of different approaches to bring about change. There is, of course, no magic wand – each approach is useful in one context or another, nevertheless can be less useful (or even damaging) in others. We also strongly believe that only by having a rich and varied portfolio of approaches, and knowing when it is best to utilise each one of them, the optimum change outcome can be achieved.

We are therefore indicating some of these approaches on our website. Our intention is to put them on one at a time on a monthly basis, along with brief comments on what they can achieve and when it is best to use them or avoid using them.

Last month the approach to change that we highlighted was **Catching the energy / needs / enthusiasm / opportunities**. This month, by contrast, we highlight **Building long-term infrastructure**:

Approach	What it is	What it does	When / When not to use it
Building long-term infrastructure	It is a sequential, planned approach to change, with pre-defined outcomes and detailed project planning	It creates the capacity for the organisation to open up new arenas of business	Excellent for such things as systems renewals or for projects which are not inherently contentious or require high levels of buy-in (e.g. some IT implementation projects). Also excellent for some components of broader change initiatives where the end results for the component are reasonably predictable. The sequential planned approach should not be used as the change progresses, where feedback could or should influence the end result. It is not good therefore, for the people side of change.

We will be updating this site monthly with instalments from our document A-K of Ways of Approaching Change. This Month is **B**.