

Concepts...



"Concepts" is published by Parvidya Design Partners to raise as many questions as it answers. It is driven by the belief that the industry, its products and its services are ever evolving. The ideas reflect the challenges faced in the continuous journey of innovation and improvement.

The Changeable Nature of Change:

"The future ain't what it used to be" – Yogi Berra.

When you change a process, not only does the immediate transformation of the process occur but, you affect the way the process can *further* change in the future.

Consider that society created the rule of law in order to control and guide individual behavior. However, its existence also created the need to be able to *make, enforce* and *judge* laws for society. The *making* of law has been compared to the making of sausages in the attractiveness of its ingredients or its being observed. The key point is, however, that the initial change (*the rule of law*) led to a plethora of other activities and consequences.

In the financial services industry, laws will often frame the operating environments and limitations of the business processes and so impact how they exist today *and* how they can change in the future. Processes can change by many other ways as well, which include: the design; the automation; the controls; the M.I.S; the skills and training of the people managing or completing the processes and the external factors such as: location, infrastructure, client-driven services and market-driven events.

With the understanding that the above events can both change a process *and* the way, by which a process can change, your business should be capable of meeting its objectives while easily adapting to any future needs.

For example, the increased use of self created process documentation and forms from available PC software radically improves that processes' productivity and flexibility but creates a need for a faster product compliance and approval process.

Another example is that automation that controls a process captures the business intelligence in the code rather than, historically, the operator's knowledge and the procedures. Systems analysts have the greater influence on future technology enhancements as they are now inextricably linked to your business process knowledge.

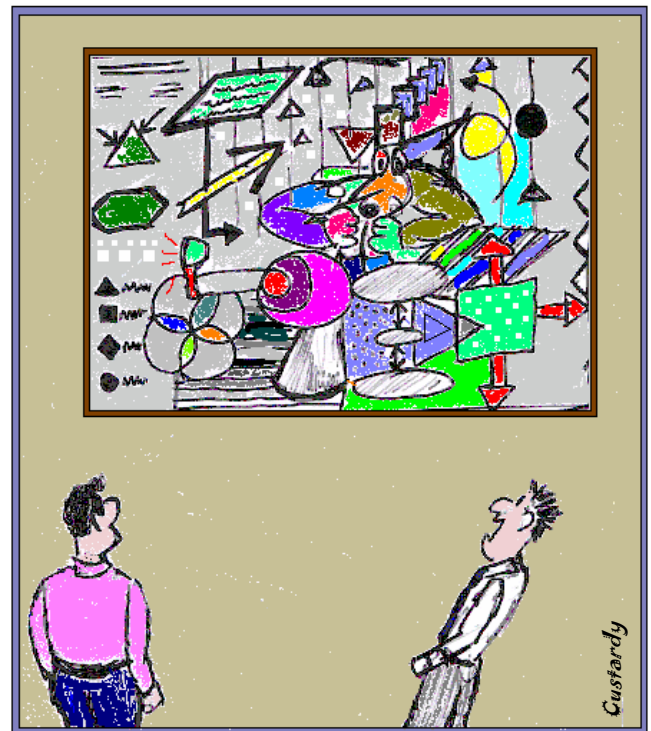
Training can improve a process and the people involved in the process. The training's impact, however, is lost if it is not sustained, measured, assessed and refined.

External factors rarely can be controlled directly to any great extent. The understanding and impact of these events, therefore, needs to be actively managed. What are your mechanisms for the acquisition of the intelligence on

these events? How are they analyzed and dealt with? Are they addressed holistically?

Embracing change for change's sake is extreme but, embracing change as a controllable and expected process, in itself, creates a useful reference framework. Use well thought out principles to guide your business in the management of continuous transformation. Be prepared to refine those principles in a sparingly and disciplined manner. However, don't become consumed by the definition of the principles of your change management process. The principles are a guideline, but you will achieve little without separate and distinct action.

Parvidya Design Partners would be pleased to discuss the realization of these concepts with you further.



Picasso? You kidding? - That's our Systems' Change Management Architecture!

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