

Change initiatives, projects, and programmes operate within a wider ecosystem of change capabilities that leverage the experiences, skills, and talents of the varied and numerous individuals involved. In this brief article, we will look at the resourcing aspect of such initiatives while acknowledging the larger context and factors at play.

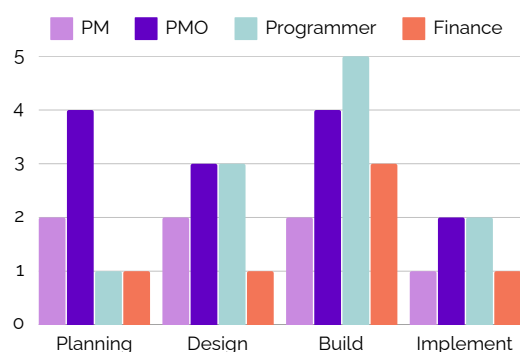
Resourcing is concerned with four inter-connected activities



Any change initiative will require resources that may fluctuate in both quantity and skill level as the project unfolds. Whilst the broader organisation may have well-established processes for resource allocation, it is crucial for the change leaders to thoughtfully assess their own specific needs, as each change initiative requires a level of capability that must be matched by the team chosen to deliver it.

Planning the resources needed

From the change plan, estimate the number of specific resource types needed across each phase of the lifecycle, or by time period.



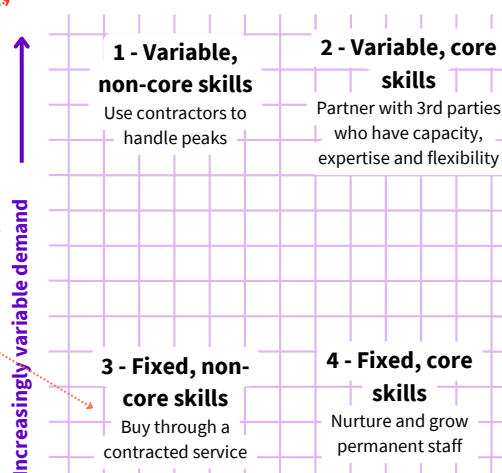
Securing the resources

Identify the necessary skills and plot them along these two dimensions, resulting in your resource plans and requirement allocated to one of the four distinct groups.

Each category may require a unique sourcing strategy.

Collaborate with the organisation to acquire or develop, the resources you need.

Increasingly core to the business →



Managing the resources

There are lots of activities to consider here and some will depend on the skills and the way they were sourced, but consider these as a starter-set:

- Induction to ensure everyone is clear on their role within the project
- Leadership of them and by them
- Controlling the work that they do through metrics and oversight
- Developing their skills
- Keeping them informed
- Appraising them
- Motivating them



Releasing the resources

For every team member, it's essential to manage their exit well, no matter where they are headed next. We have a duty of care to do this well.



Additionally, conducting formal exit interviews for all staff is highly beneficial; it presents opportunities to enhance any on-boarding, management, and off-boarding processes.

For external individuals, their exit allows them to simply return to their home company. However, for internal team members, there is a responsibility to ensure timely and professional appraisals and career assessments as appropriate.

Things to watch out for; things to avoid

- Expensive, external resources doing work that internal resources really should be doing.
- External resources being periodically eradicated (often to save costs) leading to projects that may be poorly resourced.
- Lack of flexibility, meaning that the peaks and troughs of resource need cannot be managed well.