

Specifications for the act!affinity process

Target group	▶ Organizations in the for-profit/non-profit sector
Industry sector	▶ Independent of industry
Size	▶ Independent of size
Challenge	▶ Internal management of planning and implementation of strategic changes
Project sponsor (client)	▶ Governance body/board of directors/top management
Process phases	▶ Phase 1: Strategic intent & framework ▶ Phase 2: Strategy development (inventory, visions, goals, implementation strategies) ▶ Phase 3: Implementation phase
Process approach	▶ Holistic: Planning and implementation ▶ Decentralized: Appointment of a work group from within the organization (project team) ▶ Visionary: Deriving goals from visions
Process leadership	▶ Operational: Program manager ▶ Strategic: Project sponsor
Go/no go decisions	▶ A go/no go decision made by project sponsor before as well as after phase 2
Process committees	▶ Project sponsor, top management, operational management, program manager, project team
Responsibilities of project sponsor	▶ Determines (in coordination with top management) the performance targets of the change management process (intended strategy) and makes two go/no go decisions
Responsibilities of operational management	▶ During the planning phase responsible for the daily business, always receives and gives any information, participates actively in the implementation phase, partners with project sponsor in go/no go decisions
Responsibilities of program manager	▶ Heads up project team, reports to project sponsor, stays in contact with top management, is responsible (optional) for implementation phase
Qualifications of program manager	▶ Staffed internally or externally, experience in top management positions, excellent communication skills, assertive
Tasks of project team	▶ Self-reliant development of change strategies, sets up sub-work groups when necessary, manages (optional) implementation phase under the direction of the program manager
Qualifications of project team members	▶ In-house decision-maker (stakeholder) whose area of responsibility is affected by the strategic change management process

Table 1: Specifications for the act!affinity process