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We've drawn together thoughtful perspectives on some of the big issues change management professionals face today. This is part of our continuing mission to keep you informed of the latest trends and learning in the profession.

In **Making change managers more effective** we use one of the wonderful infographics of Anna Vital to reflect on how harassed change managers (as well as sponsors / change champions) can take some of the stress out of their

life and be more effective. **How business Architecture@AXA is a game changer** our old friend and long-time client, Geoff Grace (Business Architecture & IT Strategic Planning Manager) describes the role of business architects in asking the right questions and clarifying the change strategy. He uses the example of harnessing 'Big Data' in the Insurance & Financial Services sector.

In **You ask the questions** we discuss a dilemma posed by one of our clients: I'm 'Accountable Executive' for a project I don't know what it means! - see what we have to say.

Is there is any advice you would like to add? Let us know, and we will share it with our readers.



Bernard Murray-Gates
Bernard supports clients through their business change journeys: from

challenging, structuring and scoping the proposals, through achieving buy-in and resolving conflicts, to ensuring that the change is adopted and sustained, and the benefits realised. To view his full profile consulting.citi.co.uk/bmg



By Bernard Murray-Gates, CITI
One of the most common problems I encounter when coaching clients in effective change management is how to be more productive. There is a wealth of advice out there on tools and software and process, but for the harassed individual it often boils down to how they can increase their own personal effectiveness, and be more productive in their role...
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By Geoff Grace, AXA
Change is not new to the Insurance & Financial Services industry but consumer demand for the pace of change is unprecedented, fuelled by a combination of new digital technologies, social media, and the ever improving user experience offered by digital natives and start-ups. In this 'Digital Age', digital natives and start-ups find this environment...
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By Nick Dobson, CITI
Here at CITI quite often we are asked both complex and interesting questions from project, programme and change managers who may not have peers within their organisation to discuss issues – or may have an organisation where these questions cannot be asked! This month we were asked what it means to be assigned the role of 'Accountable Executive'...
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