

Welcome to the 2Q2020 Desai Management Consulting newsletter



Desai Management Consulting - 2Q20 Newsletter

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The Sun Sets, And Also Rises

As in other aspects of life, as soon as we believe a direction has been cast, it changes, sometimes often, most always randomly. The COVID-19 virus is behaving in a similar manner in America, and around the globe.

Business impacts, as a result, are increasingly unpredictable, as infection levels diminish, only to rise again rapidly, interrupting many companies' recovery work underway, and impacting everyone's return to profitability..



As we look to promote reduced sensitivity to change for our customers and our industry, one concept emerges - Managing the Scope of Change. By taking steps to reduce the impacts of change, disruption and transformation may be possible in smaller and more predictable increments.

Reviewing our [customers'](#) experiences, it's clear that the more that change can be isolated from the technical aspects of solutions, and focused on the business needs, the simpler change may become. From our perspective, working to stabilize underlying technology platforms, and driving to current and emerging de-facto industry and marketplace standards can help make this possible. Our "Takeaway" this quarter examines this in greater detail, and proposes some incremental steps to an approach. As always, our [Desai Team](#) stands ready to help, and to accelerate the recovery process with our experience and expertise, and our focus on business problems to solve, and their associated value.

In closing, I like to address two major issues facing us today. First, I encourage us all to continue to work together in fighting the COVID-19 virus - following government and medical direction to minimize its impact. Second, the issue of diversity and discrimination touches all of us, and requires our patient thought and understanding, as well as our pursuit of change so that everyone can live their lives in equality in all things. Together, we can help the world define a 'new normal', and allow everyone to witness a new sunrise.

Thank you!

Vijay Desai, Managing Partner

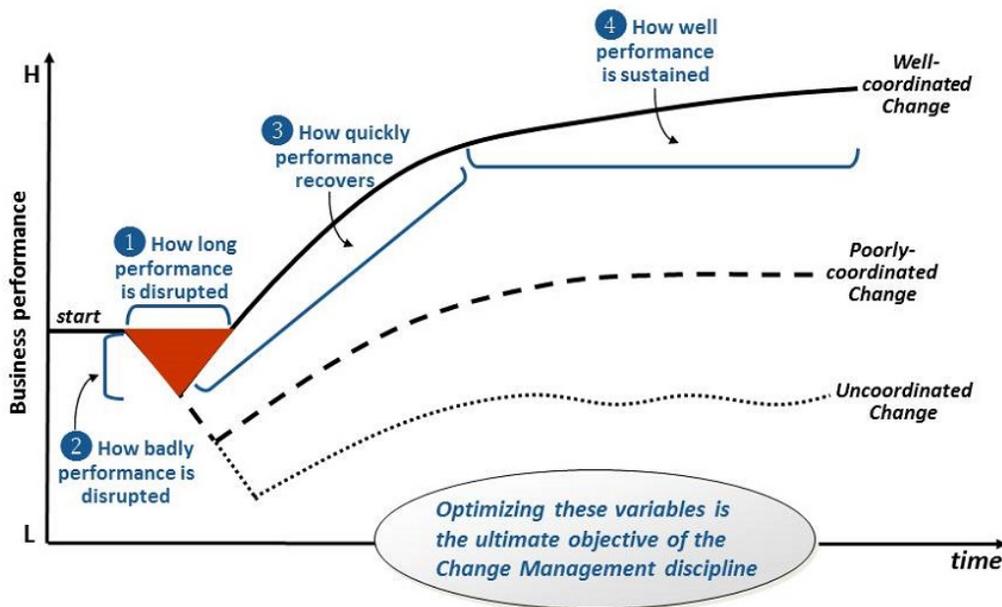
Business Offering: Organizational Change Management

Desai's solution for Organizational Change Management (OCM) is a collection of industry-standard methods for managing the effect of new business processes, changes in organizational structure, or cultural changes, applied in partnership with the customer, and resulting in successful and lasting adoption of changes. The solution has these focus areas:

CHANGE IS GOOD.
You go first!

- Planning for Change:
 - Business Drivers and need for change
 - Scope and nature of change(s) expected
 - Risk, complexity, and benefit from change
 - Stakeholders and other affected parties
 - Implementation and communication plans
- Readiness for Change (assessment):
 - Sponsorship commitment to change
 - User engagement in change
 - Organization sensitivity to change
 - Communication and training plans
- Managing and Tracking Change Adoption:
 - Instrumentation and metrics for key performance indicators
 - Business absorption efficiency and effectiveness
 - Project sponsor performance scorecard
 - Post-implementation review questionnaire
 - Feedback, lessons learned, and plans for continuous improvement

Desai's OCM solution acknowledges the reality that any business change introduces or increases risk. This risk cannot be eliminated, but our solution benefits customers by helping manage the important contributors to risk:



- Reducing the duration of any performance disruption that results from change - by helping customers identify the impact areas for a proposed change and engage the associated stakeholders, with an emphasis on communicating the plans for change.
- Limiting the severity or depth of disruptions from change - by assessing the customer organization's readiness for the change and ensuring that proper maturity exists for resilience in people, processes, and tools and that action plans are in place for any gaps identified.

- Improving the rate of recovery from any disruption - by understanding and applying best practices for business process management in the affected areas and identifying key performance indicators to ensure early and constant awareness of outcomes.
- Sustaining the recovery from any disruption - through rigorous post mortem analysis and lessons learned identification, customers can learn what worked and what didn't and deploy methods for continuous improvement.

Desai's flexible solution and experienced team help customers successfully embrace change. Doing so opens the door on business transformation, removing fear of the unknown, and ensuring that the results of change are lasting.

Let's get to work!

3-Day PMP Certification Test Prep Bootcamp

Desai in partnership with [PMI Champlain Valley Chapter](#) has scheduled the next [PMI-PMP Certification Test Prep Bootcamp](#) on September 23-25, 2020.



PMI is changing the current PMP® exam curriculum and December 31st, 2020 is the last day to take the exam as is. It is recommended to take the exam before if at all possible as the updated exam is expected to be more difficult.

Change and Business Recovery

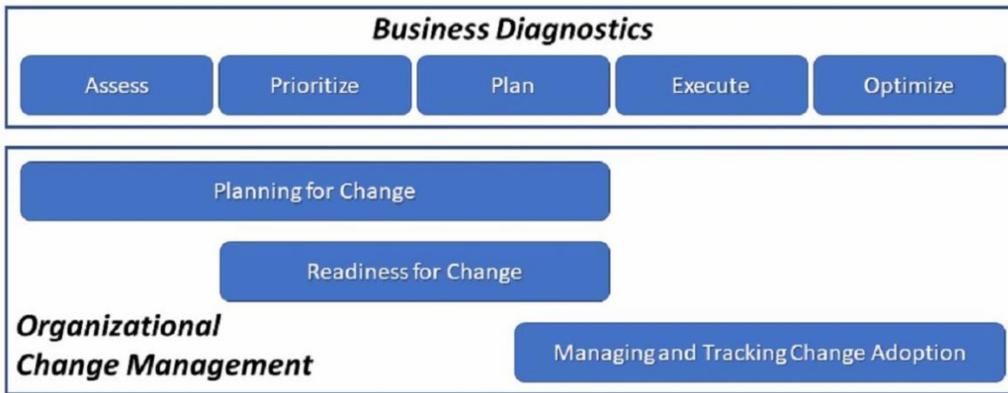
The Covid-19 virus continues to ebb and flow throughout the world, and especially here in the United States. Impacts to life and business are increasingly unpredictable, as infection levels diminish, only to rise again rapidly, interrupting many companies' work to reopen and return to profitability.



Business recovery, at the appropriate time, will have a number of scenarios. Restart efforts will run the gamut from startup to large scale transformation. In most all cases, the disciplines of change management will be necessary to ensure success.

The work-from-home initiatives underway in response to COVID-19 offer a number of products and services that are emerging as standards for use. For example, the rise in application and use of video-conferencing tools such as Zoom and Skype, mobile communications, and cloud storage and data sharing. We believe that both the work-at-home model and the tools that make it work will be with us in the future, and may be considered as standards when approaching business change.

Continued use of these products and services allows more focus on business needs within projects, which can reduce risk and increase speed to completion. To properly support these efforts, we suggest an integrated approach using both Business Diagnostics and Organizational Change Management solutions, to achieve desired cost, time and risk for projects.



The objective is to help customers define and execute projects with an integrated view of change management success factors, roles and responsibilities.

As was previously discussed, business resilience has become a primary concern for new and modified business designs. Experience reacting to COVID-19 has sharply defined most businesses external dependencies, and emphasized strongly the need to incorporate alternative success paths. Examples of resilience characteristics to continue to consider should include:

- Redundancy: Access to additional manufacturing capacity can help smooth supply-chain fluctuations.
- Diversity: Having multiple approaches to fulfillment can be less efficient but more flexible and resilient in crisis situations.
- Modularity: Highly integrated systems may be efficient, but they are vulnerable to avalanches of knock-on effects or even total system collapse if disturbed.
- Evolvability: Systems can be built for optimization and peak efficiency or they can be built for evolvability - constant improvement in the light of new opportunities, problems, or information.

Whenever the time is "right", Desai is ready to talk to you about our integrated approach to Business Recovery and Change Management, and how it can help manage cost, time and risk in recovery from uncertain times.

The Takeaway

We continue to work hard to recover from uncertain times and circumstances. Along the way we are learning more and more about how to approach recovery and growth for affected businesses. Daily discoveries still direct immediate actions, but our hopes are for reduction and stabilization of our country and customers.

"Disruptive innovation can hurt if you're not the one doing the disrupting."
- Clay Christensen -

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