

## Measuring change projects

Assessors of change projects suggest that unless you deliver measurable results quickly your project is likely to fail or have 'ambivalent success' (Pettigrew 1998).

So, at the start, specify exactly what impact you want your new design/redesign to have on business performance in terms of things like customer service, increase in sales or revenue, increase in employee satisfaction, decrease in waste or rework.

Regularly, throughout the design and implementation process track your measures and make course adjustments.

The matrix below is an example of one way of tracking

Performance area	Current performance	Target performance	Reason this is achievable (+ or - change)
% cost of sales			
% market share			
% customer complaints			
% employee absence rates			
% call handling			