Amanda Riley  
9/29/24  
CSD380-O316  
Module 8 Assignment

**The Dangers of Change Approval Processes**

There are several things that can go wrong in the change approval process, and they can have a huge negative impact on a company and its business activities.

Most of the time, the problem centers around delays, which have various causes but can truly harm the company by delaying important business. Over time, this can build technical debt. In fact, if it is a security- or safety-related change that is being delayed, this can truly have catastrophic consequences.

Some general causes include poor planning and communication, overly rigid planning, unrealistic expectations, and a lack of attention to the company culture and resistance [1]. To solve these problems, the business needs to start with a clear but open plan, that is in line with the company culture and contains both short- and medium-term goals and is open to being revisited as things change over time. Then that strategy needs to be communicated widely and repeatedly until it is fully understood and accepted, if not embraced. It is important not to let stakeholders get impatient and forget about the long-term plan. It also helps to communicate wins to keep up momentum and morale.

Some more specific problems include too much distance between teams with different experiences, understandings, and incentives; lack of standards; inefficient or outdated methods [2]; and relying too much on a centralized CAB (change approval board), which is also an issue of different experiences, understanding, and incentives. This is improved by implementing a standardized, efficient protocol that ideally allows self-servicing, and following the DevOps small batch best practice. Peer-review (by those who understand the applicable system as opposed to a centralized group that doesn’t) and telemetry (recording and analyzing metrics) can also help. A detailed look at the strategy, which changes over time, is ideal.

[1] M.S. Emerson, “7 Reasons Why Change Management Strategies Fail and How to Avoid Them.” Harvard Professional & Executive Development, Nov 2022. Available: <https://professional.dce.harvard.edu/blog/7-reasons-why-change-management-strategies-fail-and-how-to-avoid-them/>

[2] M. Stahnke, “Change Management Is Broken: Here’s How To Fix It.” DZone, Jan 2021. Available: <https://dzone.com/articles/change-management-is-broken-heres-how-to-fix-it>

[3] DORA, “Streamlining change approval.” Available: <https://dora.dev/capabilities/streamlining-change-approval/>