The fundamentals of CHANGE MANAGEMENT
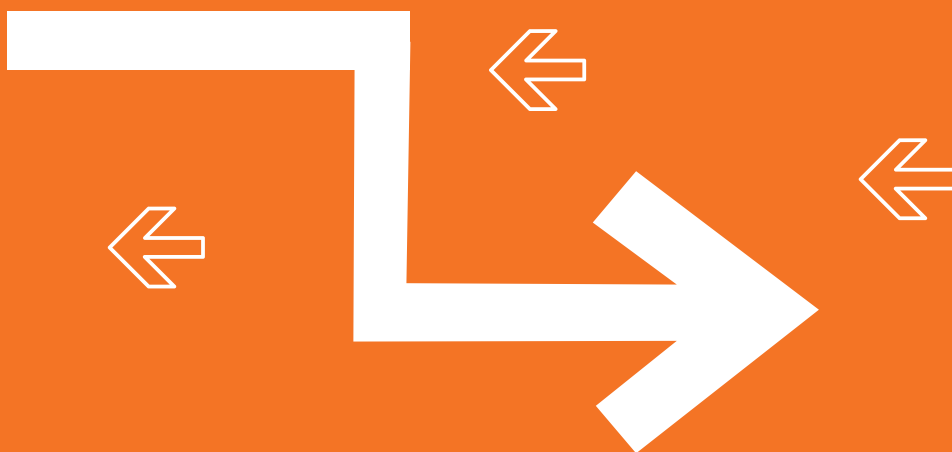
A guide for managers to unlock dramatic productivity and value through powerful change management

Written by

DANIEL**LOCK**

Consulting.

> 66 *My approach revolves around one simple idea: Improving my client's condition.* 99
>
> **- Daniel Lock**
> **Daniel Lock Consulting**

Daniel Lock is the principal of Daniel Lock Consulting, a firm specialising in helping organisations unlock hidden value through to achieve new heights of success through process and change management.

Daniel has worked with Westpac, National Australia Bank, Macquarie Bank as well as numerous smaller organisations helping them to improve processes, operations, department re-organizations and department amalgamations.

Daniel is a regular speaker and board member on NSW Change Management Institute, and has had his work published in CIO.com.au, Process Excellence Network, and Management Today to name but a few publications.

The facilitation of strategy formulation, implementing innovation strategies, process improvement and coaching in creative and innovation has been numbered amongst his work.

DL
DANIELLOCK
Consulting.

- **Phone:** +61 413 033 703

- **Email:** daniel@daniellockconsulting.com

- **Website:** www.daniellock.com

TESTIMONIALS

"Daniel is the very definition of change leadership. I know a handful of people with his level of energy, listening skills and creative insight. Daniel sets the bar for tilting mindsets to embrace change. He questions, brings a fresh perspective and converts complex concepts into easy languages. When speaking to large audiences he knows how to speak to their minds and hearts. Simply put, if you have the opportunity to engage Daniel, make sure you act fast..."

- SERVICE EXPERIENCE ADVOCATE,
Organisational Change Leader,
Facilitator & Coach

"Thanks! I was impressed by the receptivity of the group to your stories and example in your presentation on the fundamentals of Change Management at our conference. It was a wonderful learning experience, and the value added was your humorous and energetic delivery.

I can endorse his speaking and presentation without reservation and would be happy to discuss details or answer any questions about his work for us."

- DOUG POWER,
Conference Director IQPC Australia

"I have had the chance to appreciate Daniel's excellent presentation on change management and the chairmanship facilitating at one of my conferences in IQPC Sydney. His energy, enthusiasm, and credibility were very valuable to the event's success."

- MICHELLE OLIVEIRA,
Project Manager at IQPC Sydney

"I've had the pleasure of listening to Daniel Lock on several occasions, and I would characterise him as a very informative, engaging speaker. Daniel expertly wove interesting examples from history into a narrative based on proven leadership principles, key learnings from his own experience and many "home truths" we all need reminding of from time to time. Daniel's contribution was insightful, thought provoking and highly credible.

Daniel's relaxed, confident and informal presentation style complements what I believe is a truly substantial command of his profession, and I would not hesitate in recommending him to any person or organisation wishing to benefit from his experience and expertise."

- STEPHEN DE KALB,
TP3 Head of Marketing & experienced
marcoms specialist

"Daniel has a sharp style that engages. He speaks from practical experience in assisting corporations with process improvements. He instills confidence and demonstrates commitment to achieving great results for his clients. He thinks strategically and communicates clearly".

- GRAHAM WAKELING,
CEO & Publisher of in-business magazine

"Daniel recently gave a great presentation at the 'Challenging Concepts in Change Management' CMI event, speaking on 'Change leadership versus change management'. Daniel provided an insightful and well researched presentation with lots of great cases and stories that engaged and entertained the crowd. Thanks Daniel for another great presentation!"

- SUSAN RICH,
Head of the Change Management Institute NSW
Chapter; Program Change Manager at AMP

TABLE OF
CONTENTS

Share this eBook!

INTRODUCTION

Change is not always welcome. Sometimes the benefits of change may not be apparent or the changes may have difficulty fitting into the current way things are done. Consider these quotes from history:

- *"This telephone has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us."* (Internal memo, Western Union, 1876).

- *"Heavier than air flying machines are impossible."* (Zord Kelvin, Mathematician/Physicist, 1895).

- *"Everything that can be invented has been invented."* (Charles Duell, Commissioner, United States Patent and Trademark Office, 1899).

- *"Worldwide demand for cars will never exceed one million, primarily because of a limitation in the number of available chauffeurs."* (Research prediction, Mercedes-Benz, 1900).

OBJECTIVES
OF CHANGE

Looking back on these innovations and changes (and there are many, many others), the improvements to our lives seems obvious, if not downright silly to not have embraced them. These all turned out to be fantastic technological changes. But the fact is that neither the benefits, nor the behaviour changes required were inevitable, or even obvious.

Later I'll talk about why anaesthesia took off in the medical community 150 years ago, but doctors washing their hands did not. How Bangladesh was able to almost eradicate Cholera while similar efforts in similar countries produced nothing.

The central issue, and the reason why change management as discipline of management has flourished, is that it's never about the technology, structure change, business processes, strategy or culture. *At the heart is getting people to change their behaviour.*

In this eBook, I'll look at the fundamentals of change management, the common approaches to getting people to change, why people ultimately do change, and the steps and processes you can take to rapidly implement change and avoid the common pitfalls and obstacles.

TRADITIONAL APPROACHES TO CHANGE

Carrot & Stick approach

If Change management is about getting people to change their behaviour, the most common approach is to ask them to do X instead of Y and then establish standards and regulations and threaten to punish failures with fines. Punishments can and do work, but behavioural economists have shown that faced with negative consequences, people will often quit playing before they face them.

This is the challenge of using a carrot and stick - management style approach - when they're faced with the whirlwind and he need to change - they'll quit.

The opposite side is incentives. However, incentives are much harder to implement than most people think. To do it well, sophisticated tracking and monitoring systems are required. It's often thought they'll work in sales but they've been proven significantly inferior compared to base pay. They seem to only really work for piece work: clear objectives and little ambiguity - hardly the stuff of the modern organisation.

What we're after here is a **culture** where people automatically take up the desired behaviour. Even when no one is watching. Day in day out.

Culture is defined as a set of beliefs that govern behaviour. What most managers do is attempt to manage behaviour directly when instead they should be looking to tap into peoples beliefs.

Normative pressure

The other approach is to try and motivate people by telling them that others are doing it, and so should you. Psychologists call it *"normative pressure";* your mother would have called it *"peer pressure."*

A few years into the workforce, I was earning a little money and the company I worked for held *'free'* meetings with their financial planners (who would pay for a meeting with a sales person?). I was told everyone was doing it and so should I. When I met with the financial planner, he referred me to a tax saving product and again said this was recommended because everyone was doing it, named a couple of people I knew that were doing it, and that it had worked - implying I don't want to be the one to miss out.

So naturally, I signed up.

Upon casual conversation with my colleagues, I found out that he had given the same reasoning to everyone and that they in fact, had not actually signed up. In sum, missing out was not such a big deal after all and I decided to drop out before the penalty period.

This is why marketers use testimonials – studies show that people can be coerced into selecting the stick that is clearly smaller while others say it is the same size and we deny our own senses in order to conform with others. In a now famous experiment, psychologist Solomon Asch asked subjects to indicate which of the three lines from the second image is the same length as the line in the image on the left.

A B C

The correct answer is clearly C, but his experiments showed that bright and assured people could be "manipulated" into the wrong answer. Nine experiment participants were shown the above image and were asked to call out which line on the right was the same length as the one on the left. This was done 12 times and only one of the nine participants was actually being tested. The other eight were *"plants"* and were told to purposefully call out incorrect answers.

The result? Seventy-six percent of participants being tested denied their own senses at least once, choosing either A or B. And one-third of the time, the one who was actually being tested conformed to what the crowd thought.

This is the nature and power of normative pressure. There are a variety of reasons for this, including fear of disapproval, self-consciousness and not wanting to stand out or be different. But while it can be powerful, it's fickle. As soon as the charade is revealed, people stop complying, furthering its fickleness and the intended consequences are not always as desired.

I once worked in a call centre where I had to work weekends. Loafing in righteous indignation, there was a little productivity at a high cost because the boss wasn't there and the supervisors didn't want to be either. We were physically present but not mentally.

Contrast this to working for myself where I'd think nothing of working on a weekend. This difference is I love this work,

THE CORE PROBLEM OF CHANGE

I create my own life, and I am fully empowered to work as I want. I own all of the outcomes, good or bad. That's the very essence of empowerment. Most people who aspire to be self-employed and entrepreneurs are thinking of this kind of freedom as proper motivation.

But if you're in it just for the money rather than for passion of the craft and work itself, you're in no better position. Making money can be a great motivator for individuals and companies but once the basic needs are met, it no longer serves as a motivator (multiple studies and surveys have proved this point). The same is true for normative pressure: it can work when our self-interests are being realised, but stops abruptly when it is no longer sustained.

If Maslow's hierarchy is true (though it's never been empirically validated), it makes sense that people are pursuing an ever growing sense of productivity and happiness. One of the most interesting and succinct models about how people go about his came from Efrat Goldratt who in the early 1990s postulated that in order to achieve happiness, people must satisfy two necessary conditions: security and satisfaction.
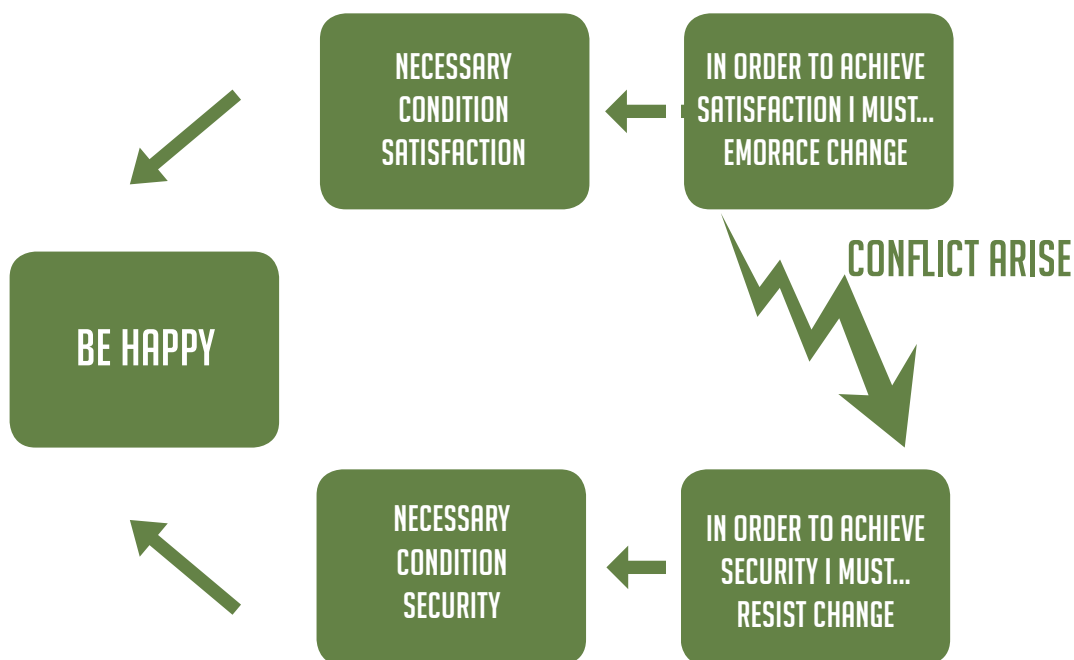
Effrat´s cloud: a conflict arise based on peoples need to have both security and satisfaction at the same time.

It makes sense that people feel happy with their lives when they feel secure and have predictability about future events. Large uncertainty about the future produces anxiety and decreases happiness. Goldratt when on to define satisfaction that one feels after having achieved a challenging goal that was in doubt.

But we can see that these two necessary conditions, while parts of Maslow's hierarchy, are actually in conflict with each other. To achieve satisfaction we must embrace change, whereas to have security we must resist change. This is a terrific insight because if we're to move people through change we must understand what dilemma(s) people are facing that weights them in indecision.

People may say they want and embrace change but they're actually not behaving that way. It's vexing because often they don't understand either.

So, how do you cause the change?

MAKING
CHANGE HAPPEN

In this section I cover the key concepts that you'll need to master in order to create focused change. But first, it's important to discuss the objectives of change management. The objective of change management is to optimise the benefits of change. Now, some changes are technical only but they are few and far between in reality. To reap the benefits of change, what is required is behaviour change - the more rapid, the better. Having discussed what doesn't work, I'll now turn your attention to what does.

Enlightened self-interest

If you've ever had to manage people, you'll know the pain and amount of time it takes manage employees who just don't want to be there. But the good ones, the ones who are engaged in their work, need little to no attention whatsoever. You need lots of rule and performance management systems to manage people. However, when you hire the right people, you simply don't need any of it. When people change because they want to change you benefit from the following:

- *You don't need to be constantly there to monitor for the behaviour you'd like to see. It expensive and time consuming.*

- *Quality of performance remains high and self-correcting.*

- *Enthusiasm is generated for their work. And nothing beats genuine enthusiasm; it becomes contagious.*

- *Truly motivated people are more likely to change and improve in the future. People pursuing self-directed goals are more likely to see opportunities for improvement and more likely to change in the future.*

Take the example of Lou Gerstner when he was made CEO of IBM in 1993 and took the reins of an old and prestigious institution with a rich history. Gerstner had no computer industry experience, but he did have deep leadership experience. And he would need every bit of it taking over IBM. The company had recently suffered a multibillion dollar loss and was burning cash. *"There's been a lot of speculation as to when I'm going to deliver a vision of IBM [but] the last thing IBM needs right now is a vision,"* Gerstner said at his first press conference. He needed to make some tough decisions and get his new team members working together effectively – fast.

Gerstener turned IBM away from the brink of bankruptcy, and change it into a service and consulting business that is still thriving today. Corporations all over the world are using IBM as their outsourced technology providers. But the question remains: How did he motivate his workforce to come together in those dark days and together create the juggernaut that IBM is today?

To answer that question, let's first turn our attention to an example from history about why one innovation spread, but the other seemingly equally beneficial did not.

Doctors, dentists and behaviour change

To understand how people's beliefs, rational or otherwise, are intertwined with behaviour, consider the two following examples from the annals of medical history.

In the mid 1800s, medicine was arcane and downright dangerous. Until the beginning of the twentieth century, you were more likely to die from going to hospital than from doing nothing. In those days, even a minor tooth extraction was excruciating. Without effective pain control, surgeons learned to work with slashing speed. Attendants pinned patients down as they screamed and thrashed, until they fainted from the agony.

On October 16, 1846 at Massachusetts General Hospital, dentist William Morton administered gas through an inhaler in the mouth of a young man undergoing the excision of a tumour in his jaw. Four weeks later, on November 18th, Bigelow published this report in the Boston Medical and Surgical Journal. There were forces of resistance, to be sure. Some people criticized anaesthesia as a *"needless luxury"*; clergymen deplored its use to reduce pain during childbirth as a frustration of the Almighty's designs.

Contrast this to surgery of the same era. Sepsis (infection) was the other great scourge of surgery. It was the single biggest killer of surgical patients, claiming as many as half of those who underwent major operations. In the 1860s, an Edinburgh surgeon named Joseph Lister read a paper by Louis Pasteur laying out his evidence that spoiling and fermentation were the consequence of microorganisms. Lister became convinced that the same process accounted for wound sepsis. Pasteur had observed that, besides filtration and the application of heat, exposure to certain chemicals could eliminate germs. Lister had read about the city of Carlisle's success in using a small amount of carbolic acid to eliminate sewage odor of sewage and hypothesized that it could do the same in surgery.

During the next few years, he perfected ways to use carbolic acid for cleansing hands and wounds and destroying any germs that might enter the operating field. The result was strikingly lower rates of sepsis and death.

The surgeon J. M. T. Finney recalled that when he was a trainee at Massachusetts General Hospital two decades later, hand washing was still perfunctory. Surgeons soaked their instruments in carbolic acid, but they continued to operate in black frock coats stiffened with the blood and viscera of previous operations--the badge of a busy practice. Instead of using fresh gauze as sponges, they reused sea sponges without sterilizing them. It was a generation before Lister's recommendations became routine and the next steps were taken toward the modern standard of asepsis--that is, entirely excluding germs from the surgical field, using heat-sterilized instruments and surgical teams clad in sterile gowns and gloves.

Motivation is intrinsic

There are a lot of requests for motivators in coaching and consulting. Sales managers want their team members to be motivated and companies will hire you to motivate them. But you can't. Lou Gerstner couldn't *"motivate"* his people, the advocates for doctors washing their hands could not motivate surgeons, and I can't motivate you.

Motivation is intrinsic: we motivate ourselves. This implies that motivation is driven by our own individual values. To illustrate the truth of this, consider how some people are motivated by power or recognition, and others by independence. The point is everyone is different and blanket approaches don't work.

It's often assumed that people are motivated by money. But in reality, very few people are motivated by cold hard cash. Mintz Hertzberg, one of the pioneers of motivation theory, found that for most people, pay is really a hygiene factor. That is, the absence of money is a huge demotivator, but once the acceptable limit is reached, any more has rapidly diminishing returns. Throwing money at unhappy employees simply makes them richer, yet still -unmotivated employees.

So if money is not a main motivator, what is?

This is where our doctors come back in: why was it so easy for anaesthesia use to spread among dentists yet, surgeons refused to wash their hands? First, one combatted a visible and immediate problem (pain); the other combatted an invisible problem (germs) whose effects wouldn't be manifested until well after the operation.

Second, although both made life better for patients, only one made life

better for doctors. Anaesthesia changed surgery from a brutal, time-pressured assault on a shrieking patient to a quiet, considered procedure. Listerism, by contrast, required the operator to work in a shower of carbolic acid. Even low dilutions burned the surgeons' hands. You can imagine why Lister's crusade might have been a tough sell.

The difference is my rational self-interest, which isn't always obvious but with some prying we can find it out.

Reciprocity of values

In the daily to and fro of organisational life, we all share differing business and personal goals and self-interests. The manager of the sales department might be measured in part of cost management and therefore has the sales people enter their expense reports on time. The manager takes time to understand the best way to reward one member - perhaps it's team recognition over cash and thus, an exchange of values is made and self-interest is maintained throughout.

Employees understand and respect the manager's self-interest as they do theirs. In a large dynamic and diverse organisation, it is important to understand what is driving people to do what they do. Avoid blanket reward and recognition

programs or any other unilateral program of this nature. Don't set up competitions where people win and lose. Instead, foster an environment where everyone can improve over last years results.

How do you find out peoples self-interests?

- *Ask them:* both in professional sense and personal on a casual level.

- *Listen to their language:* especially the examples they use. I had a manager who constantly made sporting analogies to explain business issues. He was a football coach and having the kind of career that gave him that flexibility was extremely important.

- *Watch their behaviour:* are they better when given lots of autonomy or do they need more of your time? Do like giving presentations or avoid the limelight?

- *Analyse their successes and failures:* both with them in coaching and mentoring sessions. When did they perform well and when did they perform poorly?

All of these can be performed at global level too. Using surveys, focus groups and one-on-one interviews, you'll find out what's been bothering people, and what's been getting in the way of self-directed productivity. Target these issues when designing your change approach and key messages.

Never confuse others self-interest for your own. I have a friend, a software developer, who loves to work all through the night. He works for himself and very successfully at that. But when he was an employee, he did very poorly. He just couldn't work in the 9-5 environment. What motivates us, stable working hours for example, doesn't always motivate others. That's why as managers it's so important to understand the motivation of others.

Finally, sometimes others self-interest is not in the organisation's interest. In these cases people should be moved on. When I was a manager, I fired an employee after repeated attempts and coaching and training. The reality was she could actually do the work, so more training was not going to help the situation. The problem was an attitude problem. Attitude problems can sometimes be helped with coaching, but in the end she had to want to do the work. Attitude is formed by values and hers were not aligned. She came in very late one day (huge issue in a time-sensitive business) and I fired her on the spot. The minute she walked out of the door, the remaining team members all gave a sigh of relief.

See the next tool - the WIFM chart - to begin understanding how plot the change.

TOOL

CHECK LIST

Four steps to driving empowerment

Use this check list to find out what drives people so you can drive empowerment, and thus self directed change.

☑ *We all have talents: use them.* We all have particular talents and strengths. When people aren't allowed to use their talents and get recognised for them, they become particularly unhappy and frustrated. Therefore, the more you can utilise the talents of your people, the more motivated they'll be. We can all apply our talents outside of our job and be fulfilled, but we're talking about work here. If you want to motivate your people, use their talents within their work. Ask your people: "Are you enjoying yourself at work?" This is a great indicator as to whether their talents are being used. And then ask yourself the same question.

☑ *Recognise behaviour and effort, not just success.* Recognise people's contributions. Gerstner famously acknowledged IBM's culture and history, picking up on the particular behaviours he wanted to grow: innovation and flexibility that would embrace the major market changes taking place. What had been a weakness of the company before he took it on and had been a driver of losses, suddenly became a strength. This is why you want to reward behaviours and not just victories. One organisation, Tata Motors, an Indian car company implemented a reward for the best idea that didn't work. Now that's recognising forward thinking behaviour.

☑ *We all like to make our own decisions.* People crave autonomy. No one likes being micro-managed. This means allowing people to come up with their own goals, to use their judgement, and create their own contributions. Netflix abandoned sick leave and holiday restrictions and gave each employee the freedom to take as much off as they like. As long as they delivered, it didn't matter. The result: Netflix has some of the highest customer satisfaction scores in their industry.

☑ *Empower your people with authority.* People want to make their own decisions and those decisions influence the outcome of their work. In the early years of my career as a new team leader, my then manager – who taught me a great deal – changed his people's authority levels so that they could reverse and increase customers' limits on their credit cards. His view was that people aren't stupid: they won't steal from the hand that feeds them, nor will the give away the farm. True enough, the extra authority led to tighter controls over credit limits and an improved customer service: no more deferring to management, who would make the same decision but with days of delays. Empowerment is one of the strongest motivational tools available to modern management.

☑ ***The MITRE of Motivation.*** What I've outlined above is a four step motivational model that will create the environment, system and processes to help people to understand their value and worth to your organization. Recognising their contribution, giving them autonomy and empowering them to make their own decisions, you'll help them motivate themselves and dramatically improve business outcomes with much less effort. If you want to motivate always remember - MITRE: Motivate Intrinsically by using Talent, Recognising contribution, and Empowering your people.

Key People (or group)	WIFM? (What's In It For Me)		What could they do to support or prevent the improvement initiative?	What could/should we do to reduce non-compliant activities and encourage and support compliant ones?
	+ Impact	- Risk		
a	b	c	d	e

What's in it for me' (WIFM) framework

A useful way to consider different needs and attitudes of each individual or a group who are to be key stakeholders in your improvement initiative is to carry out a *'what's in it for me'* analysis. Try to do this as soon as you become involved in the improvement initiative, before people have taken up 'positions' and remember to revisit as often as required.

Use this model very carefully; use it to plan your communication and involvement of key people and groups.

THE ROLE OF LEADERSHIP

Top Leadership

Are you a change leader?

The power is in the engine room, but the wheel is in the bridge.

Why Didn't it Work at JC Penney?

Ron Johnson didn't have the same good fortune as Lou Gerstener at IBM. Johnson became the CEO of American retailer JC Penney after doing remarkably well at Apple. Unfortunately, his efforts brought not growth and innovation, but spiralling sales and angry stakeholders. Fired after just 17 months in the job, JC Penney showed Johnson the door after the former Apple executive failed to deliver results at the nationwide department store.

Gerstner and Johnson approached their jobs in very different ways. While Gerstner was busy transforming IBM by building on its strengths, Johnson attempted to throw the baby out with the bath water by moving away from JC Penney's low-cost model to go premium, mimicking the Apple experience. JC Penney customers were not interested in products that ultimately just seemed more expensive.

The message here: JC Penney isn't Apple.

Teams, Committees, and Organisational Leadership

So what happened?

These stories illustrate the importance of leadership on an organisation. Although Gerstner and Johnson had both previously been hugely successful players, one succeeded and the other experienced ignominious defeat in their new ventures.

We could spend hours dissecting exactly what happened, but I tell the stories to demonstrate the impact that good leadership can have. Ron Johnson had good ideas but not the leadership acumen to pull it off. He couldn't align his leadership.

We often refer to the *"leadership team"* or the *"management team"* in business. But more often than not, they are not a team at all. In fact, they are the opposite. They are committees.

First, let's define a team. A team is a group that succeeds or fails together. Committees, on the other hand, often result in decisions that suit some but not others. For example, the top management team in

an organisation comprised of finance, operations, manufacturing, sales, marketing, and R&D, can either hit or miss their goals. They might cooperate and collaborate under mutually beneficial circumstances, but there is no imperative, for example, for sales to sacrifice resources to operations.

If this *"team"* was truly a team, they would be willing to succeed or fail together. Sales would give up some budget and resources to operations to ensure they would be able to deliver for the good of the company.

Major change efforts require synchronisation and for *"teams"* to really be teams. To do that, leadership must align individual and organisational goals. Doing so ensures that individual goals and outcomes support the overall direction of the enterprise.

Telstra: Sparking a Cultural Transformation

Consider Telstra, an Australian telecommunications company that recently completed a cultural transformation. Three years ago, Telstra was facing the reality that the fixed line business, once the cornerstone of their earnings, was facing imminent demise. After all, today there are more mobile phones in Australia than people. To compete in this new world of

telecommunications, Telstra needed to move from an engineering and *"we own the pipes"* mentality to that of what they called *"customer advocacy."*

When it comes to a cultural transformation, first thing's first - Telstra started with their leadership. CEO David Thodey carefully outlined what *"customer advocacy"* meant for all levels of the organisation and insisted the 300 top managers of the 40,000 strong employee base exemplify these behaviours. He revamped reward and recognition programs and initiated one-on-one coaching and development plans to help staff along the journey. To be sure, not all stuck around. But Thodey pressed onward, confident that leadership alignment would be essential to the transformation.

Telstra has made significant inroads, dramatically reducing referral to the telecommunication ombudsman by 26% and overall calls from consumers by 20%.

Although the company's fixed line revenue declined by 6.1% again this year, Telstra has added 1.6 million new mobile customers in the past 12 months, bringing their total to 13.8 million. It has 2.6 million fixed broadband customers and 1.4 million on bundled plans. The company also increased its business in Hong Kong by 475,000 to reach 3.5 million customers. Leadership is critical to driving change and

transformation because above all, leaders must exemplify the change in behaviours they wish to see.

Leadership versus management

Perhaps one way of understanding leadership and how it differs from *"management"* (without getting into silly pop psychology) is to look at the etymology of the two words. Management comes from the Latin word meaning hand; that is, to handle things. The dictionary talks of dealing and controlling things (note the derivative to *"controlling"* - can we control people?). Leadership on the other hand comes from the Anglo Saxon language, meaning guidance and conduct. Guidance and conduct give us clues on how we should lead. The notion is that leaders coach, serve others, and act as exemplars to others (conduct). We can only lead others when we become self aware and understand the impressions our conduct leaves on others.

Leadership is about relationships

I remember my first real leadership job; I was a team leader in a call centre. A leadership survey was conducted for the whole department, and my results came in much lower than I expected. I was in disbelief. *"Surely I am doing a better job than this?"*

Well no, not according to my team. I realised that I had not been actually been asking the team if my approach to leadership was helpful. This is born out in an article by Marshall Goldsmith and Howard Morgan, which analysed eight different leadership development programs, came up with an overarching conclusion about the behavioural traits of exceptional leaders: personal contact is the most important factor out of them all.

This was measured by the frequency and of discussions and follow up with co-workers and laid against the increase in leadership effectiveness scores. These scores were subjectively measured in surveys (such as 360 degree surveys).

Goldsmith gets at the heart of leadership, saying *"Leadership, it's clear from this research, is a relationship. And the most important participants in this relationship are not the 'coach' and not the 'coachee'. They are the leader and the colleague."*

The key here is that the leaders considered great or, who were developed, were the ones who asked for input and feedback. This implies a process with feedback loops. Great leadership is not a specific point in time or event-based. It is rather a continuous process of acting and

the follow-up for feedback on how your actions went.

I sheepishly shared the results with the team and asked for their feedback. They simply wanted more communication. Once I got over my pride, and got the feedback I needed, the team was happy.

TOOL

CHECK LIST FOR CHANGE LEADERSHIP

Business Engagement is critical to the success of any organisational change. The ability of managers and team members within the organisation to own and drive the change effort is crucial. To that end, the change manager will need to work closely with the relevant project teams in assisting them to drive cultural and behaviour changes required across the business. Do you have:

☑ Visible and proactive support of an initiative by the levels of management above the affected users, and ensuring team members have a clear understanding of the business benefits and how the change will impact them is critical.

☑ Leaders at all levels will need to be engaged in different ways to ensure that there is increased acceptance and sustainability of the change. This is to take into account the different roles they need to play during implementation, as well as sensitivities around the engagement of Executive and Senior Leadership Team members.

☑ For a project implementation to proceed smoothly, stakeholders will need to have (in most cases):

✓ *Recognised and accepted the need for change.*

✓ *Been involved in the setting of the direction for change.*

✓ *Actively demonstrated their ongoing commitment and support of the new state.*

For most Strategic Change initiatives, a Change Leadership workshop session is required for the top management team to help them think through the importance of their leadership commitment, their behaviours, and to develop some key messaging to help them lead their staff through implementation as well sustain and embed the change. This workshop should cover the following agenda items to ensure they're fully prepared:

- Delivery of consistent messaging.

- Modelling the required behaviours to support the change.

- Clearly setting expectations.

- Reinforcing desired behaviours.

Leadership starts at the top but the power is in the middle

So as great as it is having the top leadership driving the ship, we need trusted lieutenants to carry out the orders to ensure the engines are running. Capgemini Consulting and the IESE business school ran a global Innovation Leadership Study with 43% of its respondents saying their company has a formally accountable innovation executive, up from 33% a year ago. But only 24% of respondents think they have an *"effective organisational alignment of innovation efforts."*

The study concludes that *"the absence of a well-articulated innovation strategy is by far the most important constraint for companies to reach their innovation targets."*

It proposes that: *"there is a need for innovation strategy development in a more bottom-up manner,"* and *"large organiza-tions create so much distance between the executives and those that are tasked to innovate that a disconnect exists between them."*

This leadership gap must be closed if you are to be successful in your change ef-forts. The reason why the cascading leader-ship and middle management is so impor-tant is because of what these leaders do. Effective leaders coach and problem solve as well as set and monitor targets for their people.

> BY MY RECKONING, ONLY TWO PER CENT OF LEADERS GET OUT THERE "IN THE WEEDS" SO TO SPEAK, WITH THEIR FIELD STAFF. BUT WHEN THEY DO IT'S NOT UNUSUAL TO SEE 30 PERCENT PRODUCTIVITY IMPROVE-MENTS.

Learning from the eradication of cholera

To illustrate the power of coaching and problem solving that middle leader-ship can provide, consider this story of how researchers were able to drastically reduce Cholera in Bangladesh. In 1968, *The Lancet* published the results of a mod-est trial of what is now regarded among the most important medical advances of the twentieth century. It wasn't a new drug, vaccine, or operation. It was basically a solution of sugar, salt, and water that you could make in your kitchen.

Cholera is a violent and deadly diarrheal illness caused by the bacterium Vibrio cholera, which the victim usually ingests from contaminated water and the simple solution proved remarkably success-ful against it (a gem of a book published in Bangladesh, *"A Simple Solution,"* tells the story). The change approach they took is the curious part. Radio was the main communication medium at the time, but they didn't use radio. Instead, they recruited teams of fourteen women, cooks and a supervisor who went door-to-door, campaigning local village mothers. While the women campaigners were only semi-literate, they were coached in a straight forward seven point script which they coached village women in:

"Severe diarrhea leads to death from dehydration; the signs of dehydration include dry tongue, sunken eyes, thirst, severe weakness, and reduced urination. The way to treat dehydration is to replace salt and water lost from the body, starting with the very first loose stool; a rehydra-tion solution provides the most effective way to do this."

Each night after dinner, they held a meeting to discuss what went well and what didn't and to share ideas on how to do better. Leaders periodically debriefed them, as well. The results were startling: as other countries adopted Bangladesh's approach, global diarrheal deaths dropped from five million a year to two million, despite a fifty percent increase in the world's population during the past three decades.

Contrast this with other countries that tried to emulate Bangladesh's success, but not their approach. Many countries tried to implement at arm's length, going *"low touch,"* without sandals on the ground. As a recent study by the Gates Foundation and the University of Washington has documented, those countries have failed almost entirely. The same is true of organisations, while top leadership commitment is necessary, it is not sufficient. The direction is set at the top, but behaviour is only changed and reinforced with training, coaching and mentoring. Change leadership is a contact sport.

The best organisations can follow the lead of this successful effort too. Top leaders must personalise the goal and message, creating a narrative of why this change is important to them on a personal level. Then, each layer of leadership from the one-down executives, all through the organisation must translate this goal into a personalised story for themselves and in

doing so, create actionable targets and behaviours that employees can hold on to. The following tools and checklists will help you think through and engage the champions that will be required to coach employees through the change.

The best organisations can follow the lead of this successful effort too. Top leaders must personalise the goal and message, creating a narrative of why this change is important to them on a personal level.

Then, each layer of leadership from the one-down executives, all through the organisation must translate this goal into a personalised story for themselves and in doing so, create actionable targets and behaviours that employees can hold on to.

The following tools and checklists will help you think through and engage the champions that will be required to coach employees through the change.

TOOL

CHANGE CHAMPION CRITERIA CHECKLIST

Change Champions are predominantly required for Strategic Change initiatives. The Business Change and Readiness team are responsible for coordinating the Change Champion network, and working with the relevant business units to identify appropriate members. Change Champions are people within the business who:

- ☑ Understand and agree with the need to change.

- ☑ Have credibility and respect within the business.

- ☑ Have a sense of urgency about the change.

- ☑ Are good communicators and motivators.

- ☑ Have a good understanding of the business and its culture.

- ☑ Are enthusiastic to represent the change within the business.

- ☑ Are approachable and accessible.

Using Change Champions to support implementation of a given change initiative encourages ownership within the business unit, and enables project sponsorship to cascade down from the executive level through the involvement of team members who are credible and influential in their areas and who can persuade their colleagues of the need to change.

The focus of the business Change Champion Network is on creating an overall understanding and acceptance of the need for change, and communicating the importance of employee support. The Change Champion Network will:

- Be comprised of representatives from business areas impacted by the change project (all impacted areas should be represented though some members may represent more than one area).

- Provide positive role models in demonstrating commitment to the change.

- Be the central point(s) of contact for a business area for detailed people related communications and actions, including bringing forward issues of employee understanding and representing different perspectives in the change effort.

- Partner with Business Change and Readiness to implement readiness activities for their business area and provide input to the design of targeted activities to increase commitment.

The approach to building the Change Champions network is:

- Hold discussions with relevant business leaders to identify appropriate representatives from their areas.

- Meet with the proposed individuals and brief them on the Project and Change Management targets and tactics.

- Enlist their support and involve them in key meetings.

- Provide them with access to key information.

- Publish their role to the business.

The specific role of the Change Champion Network will be outlined in the planning phase of the project, although their general role is to:

- Present initiative updates to the business.

- Obtain feedback from the business.

- Work with individuals in the business.

- Provide advice and guidance to the Business Change and Readiness representative on how to engage the business.

TOOL

CHANGE COUNCIL CHECKLIST

A Change Council governs all change into a specific business unit and ensures all implementations adopt a coordinated approach to ensure a seamless and smooth transition. The Change Council will be chaired by a representative from the business unit and supported by various Change Managers working across the interrelated projects. The Change Council would only be engaged for Strategic Change Initiatives, where implementation efforts need to be coordinated. The purpose of a Change Council is to:

☑ Review the status of all change implementations within the business unit (process changes and related business operational changes).

☑ Approve change management plans for all change implementations within the business unit.

☑ Ensure all business impacts are considered in time for planned implementation.

☑ Resolve identified issues.

The Change Council would meet monthly, according to a standard agenda. Suggested participants in a Change Council include:

- Project Managers.

- Key business leaders.

- HR representatives.

- Business Change and Readiness representatives .

- Training Manager.

- Implementation Manager.

The Change Council is a decision making body and the number of participants should be limited.

OBSTACLES TO CHANGE

In this section, I cover the major obstacles to change. By understanding what can go wrong, you can head them off before they happen and be prepared for signs things are starting to slip.

Ambiguity

Medtronic, a medical device manufacturer that has been around since the 1940s, is well-known for its work with pacemaker implantation technology. Its CEO, Omar Ishrak, realised there was an opportunity for the company to expand into areas of India that were in dire need of cardiac health problems. This strategy would fit in perfectly with its need to innovate, look to emerging markets, and stave off competition from start-ups.

Seeking to make real change happen, Ishrak announced the intention to radically reduce the cost of a pacemaker. It was this announcement that brought the project a necessary degree of clarity.

Bringing focus to a situation like this is akin to seeing the lights of a big city on the horizon during a long drive: with your destination clearly within reach, the journey seems less daunting.

SIMILARLY, GIVING SPECIFIC TARGETS ON A TO-DO LIST HELPS TO ACHIEVE ITS AIMS. Think of an everyday example: *"buy bread on the way home"* versus *"deal with the project"*. The first to-do is specific and time-boxed. Such clarity gives focus and helps to take action.

Ambiguity aversion

The malaise that results from a lack of clarity is known to economists as *"Ambiguity Aversion"*. Behavioural economists have known for years that people are more likely to invest in bonds and deposits rather than stocks because of the perceived ambiguity of stock price volatility even though over time the stock market outperforms cash investments.

This is the difference between risk assessment when probabilities are known (e.g., 3.25% return on my savings), and unknown (e.g., over time I'll get 11% return from stocks, but I have no idea about this year). In organisational life, most of the decisions we face are a mix between risk and ambiguity.

This insight about ambiguity is why people treat ambiguous, inexact, incomplete, or vague information not just as insufficient, but actually discount the data altogether. *The frustrating implication for project managers is that as a result of the*

discounting of ambiguous information, people behave as if they have no information at all.

It's also why bringing clarity to your organisational change programs is so important, and why "deal with this new project" results in it being put off in favour of the customer who needs to be called at a certain time. A project is nothing but a sequence of specific steps that, when broken down, give us a clear path and a clear goal.

Good change leaders must become good at converting the ambiguous goals and plans into concrete, specific steps and messages to ensure the behaviour change desired. Take the mattress company Sealy for example. When it comes to breaking down ambiguous situations and implementing change, Sealy excels. The company took its business process model to a new level when they were faced with the task of unveiling a new mattress to increase sales in the flagging economy of 2008.

Sealy did several things right. First, they created a team with an express goal – taking people from multiple departments, pulling them away from their day jobs so as not to be distracted – and brought them together in a group that was able to execute ideas efficiently. Second, Sealy threw out the traditional hierarchy that is usually present in these types of groups. People didn't have to go through the typical chain

of command to accomplish work. This streamlined the process and allowed a free flow of ideas and innovative new concepts. This process for innovation also involved getting rid of typical limits, such as keeping costs low or avoiding prototyping. Without these often confining boundaries, the group was free to explore all options and access unlimited avenues for design. At the end of the process, the product they churned out broke all previous sales records.

Breaking it down

This brings us back to Medtronic. Healthy Heart could not exist without the Medtronic catalyst Keyne Monson. Initially charged with the ambiguous goal of "increasing company presence in India", Monson was able to break down and decompose the goals into individual parts. He engaged bankers who were familiar with the type of lending a poorer country required. He drew in external help and engaged internal stakeholders by highlighting individual stories he was seeing.

The process included establishing pilot programs in Indian hospitals so that doctors could continue to use the technology long after the representatives of Medtronic had packed up and left. Since this process innovation in 2010, there have been about 50 pacemaker implantation surgeries completed – and that's 50 lives saved as a direct result of Medtronic's approach and discovered ability to address this need.

AMBIGUOUS ZONE

FUTURE STATE

CURRENT STATE

**NARROWING THE
AMBIGUOUS ZONE**
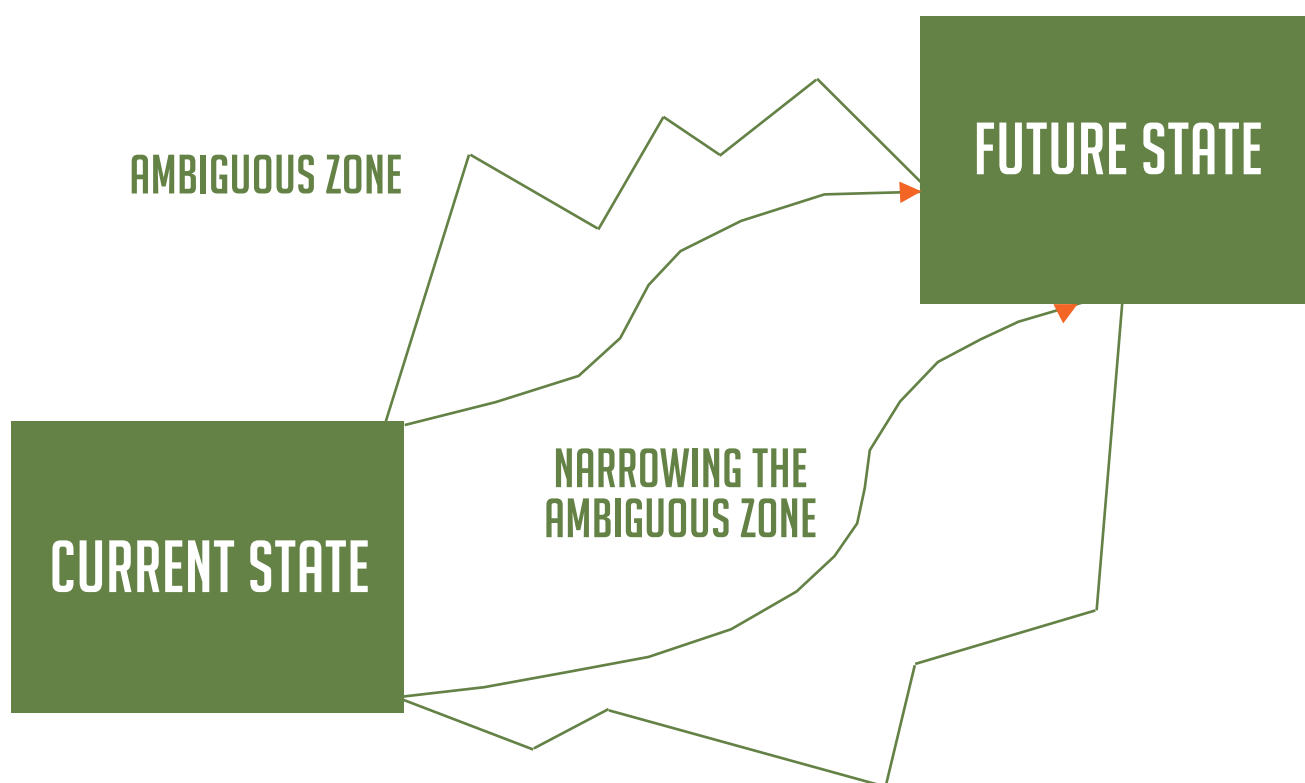
Providing some clarity

As a CIO, look at the following areas of ambiguity around the objectives and goals of your IT project and make some plans to reduce or eliminate them to provide more clarity to your business.

Situational

- Vague issues and problems

- Unreliable data/conflicting information

Scope

- Too many goals that compete with each other

- Lack of clarity on how success will be measured

- Not enough resources and time to properly tackle the goal

Relationships

- Unclear hierarchy

- Unclear roles and responsibilities

- Politicking and favouritism

Processes

- Finger pointing; accusations and blame instead of cause

- Key personnel changing too often

- Cause and effect poorly understood

Breaking overarching goals into parts and coordinating those messages and actions is not the same as micro-managing. It is often said that leaders set goals and let their people work out how to make it happen. This is true, but not to be confused with providing the resources, guidelines, and tools people will still need. The idea is to create a playing field with boundaries which people can understand: a game with a goal and a set of rules that can be followed.

Every change initiative, no matter how large in scope, begins with a single step. And that first step is to remove ambiguity and provide the clarity which enables people to take their first step. Aim for clear situations, boundaries, relationships, and

processes. By providing the right amount of clarity, you just might find that all of your IT projects will be a raging success. If you're guiding or leading change, the single biggest challenge you face is dealing with and resolving ambiguity.

Beware the fundamental attribution error

When embarking on change, watch out for the fundamental attribution error to avoid inadvertently causing resistance. Edwards Deming's, the father of Total Quality Management (TQM) believed that almost all (96%) of errors are due to the system people find themselves in and not the people using that system. In his book, Out of the Crisis, Deming told the story of a manager of a company that used combustible products in their product processes. Concerned there where too many fires, the manager sent a memo to his people admonishing them to be more careful and light fewer fires or else.

He may as well have said, *"The beatings will stop when morale improves."*

This manager had fallen for the *"fundamental attribution error"*. He had mistaken his people as being careless, when in fact it was a systemic process issue. Attribution theory is concerned with the ways in which people explain (or attribute) the behaviour of others.

The fundamental attribution error is a particularly pernicious cognitive bias that prevents mangers from affecting real change in their organisations. When they are trying to understand and explain what happens in organisational or social settings, they tend to explain behaviour in terms of internal disposition such as personality traits, abilities, and motives as opposed to external situational factors.

It can be overcome by understanding the internal factors versus the external factors at play. For example, if an employee hasn't delivered a project on time, the internal factors represent the personal behaviour that directly caused the delay, whereas external factors reflect the general context.

Precisely:

- **Internal elements** include personal effort, ability, mood, motivation, interest, control, stamina, and self-discipline.

- **External elements** include poor managerial support, poor technology, red tape, unreliable colleagues, bad luck, the task itself, and unreasonable expectations.

TO DISTINGUISH BETWEEN THE INTERNAL AND EXTERNAL ELEMENTS, ASK YOURSELF THIS QUESTION: *"If I put a gun to their head, could they do it?"*

If the answer is yes, and they aren't doing it, then it's likely an internal issue, which can be resolved with coaching. If the answer is no, then the issue is external and requires training, environmental, or system interventions.

In the case of Deming's fireball manager, no amount of coaching would eliminate fires – people make mistakes in dangerous environments. Mostly this was an external issue that required interventions such as different products, better safety processes, and so on. Your job as a change leader is to think through the external issues affecting change ahead of time so you can put in the supporting structures to promote the change. Combine this with coaching to help people through the internal emotional changes and keep people accountable for their end of the bargain and you'll drive real change.
Not everyone is a pyromaniac.

THE ROLE OF STRUCTURES & SUPPORT

To over come ambiguity and the evils of the fundamental attribution error, you'll need to provide yourself and those to be engaged structures and support. You'll need to provide bright lights to lead the way, engage influential people as exemplars, and kindly but firmly ask people to let go.

Force people to let go

A few years ago I started Crossfit as a way to get fit. For those unaware, Crossfit is a multi-disciplinary fitness methodology that gets you doing Olympic lifting, gymnastic and high intensity aerobic training. I became attracted to the Olympic lifting. Seemingly simple, the idea is to lift the loaded bar from the ground and throw it over your head. I would grab the bar and lift with an almighty speed and sort of "muscle" the bar up, hoping it would not fall on my head. That worked at lower weights, but pretty soon I hit a plateau.

After many failed attempts, I realised that my gym buddies of similar size and strength were able get much heavier weights above their head. It amazed me. I was told that that the proper way to lift was

to not hold on to the bar so tight and grip the bar so high into the lift but instead, sort of let it move up of its own accord and 'let go' of the bar and 'catch' it just as it starts to come down. Once I did that I realised the bar had its own momentum and that lifting much heavier weights became relatively easier.

The same is true in life. We need to let go to reach out. We need to stop holding on so tight. We need to create the space so the new change can be allowed to grow and become comfortable. You can encourage your employees to do that same. Use these three techniques to encourage people to move with the momentum of change:

- **THE CUT OFF:** At some stage, the old system needs to be switched off.

- **THE MOVE FORWARD:** We will no longer accept information via emails or online forms only.

- **THE INCENTIVE:** The first people to embrace this will get some new benefit.

You might need to pry people's fingers away while they hold on for dear life, but once you do, you'll see them roll with the momentum of the future.

Engaging exemplars

Outside of the middle leaders, also look for those informal leaders who by their expertise or tenure can provide leadership, coaching, and guidance. Let these "point people" know they are instrumental in leading the change and will be fulfilling an extremely important role. Provide them with as much clarity as you can to help deliver the message:

- You have a key position in the new arrangements and so we need your help to lead and drive the change.

- You'll be a leader of the new organisation and so I need your help now.

- I'd like your input and help to make this change a reality, to avoid risks and mistakes, given you know the detail better than I.

The reality is people will react very strongly to informal leadership and if respected colleagues begin to display new behaviours (the desired behaviours), others will rapidly adopt them too. Given also they are likely to be subject matter experts, they can help navigate ambiguity, thus avoiding problems otherwise lurking in the fog.

Use bright lights

There must be clarity around the initial key steps required to make the change happen.

People don't need to understand the whole journey in detail, but they do need to have sufficient clarity on how it will begin. It is the leader's job to shine a light into the dark so that people can see how they can move forward, what is expected of them, and what they need to avoid. Clarify the specific steps that will be taken to make the change happen, and give people the information, skills and tools necessary for them to let go of the current ways of working and move, with confidence, to the new system.

If people know they positives, and negatives of the proposal and have a sense that you're being honest with them about them - as well as not deluded - they'll be more inclined to make intelligent decisions about they're involvement. Consider these points:

- Don't make promises you can't keep or just tell people what you think they want to know. Give them honest and upfront assurances about what you do know. For example, you could say "I don't know how many job roles will be affected, but the analysis is underway and we should know in a month." Be sure to get back to them on time.

- If you don't know, tell them. Too often managers don't want to say anything at all, but sometimes it is better to say this is the current state of play and here's what we're doing about it. Provide a feedback mechanism, such as open meeting forums, anonymous online tools, as well surveys and audits. Respond quickly to rumours and dispel myths.

- Do the right thing. If you sense something is really wrong and people will be otherwise harmed, stop.

As you move through the ambiguous fog, know that there is no perfect way. Use your judgement, values and experience to guide you and clarify issues quickly and keep people informed and you'll make it through.

Communicating change

Much is said of the importance of communicating change, and if left to the unimaginative, managers would rely on email only. Email is a great tool, but explaining change and innovation requires a little more thinking than most people realise. Sony released the world's first portable music player in 1979. The invention was unintentional but the best part of this innovation was its size, that it was portable, and ran on AA batteries. This device now needed explaining to consumers: given they didn't really intend to create the product, they needed to "sell" and create a market. Sony was not the first company to launch portable audio or the portable transistors. Regency TR 1 was the size of an index card when it made its debut in 1954. But the unique combination of privacy and portability offered by Sony's Walkman made it an ideal product for consumers looking for a more portable solution. This was great news, because it meant that people could use the Walkman while walking, skating, cycling, or indulging in any other number of fitness activities. This invention provided the ability to personalise the music the user wanted to listen to in stereo thus, keeping people entertained with music anywhere, anytime.

First released in Japan, the Walkman proved to be a big hit. While the company had predicted sales of only 5000 units in the first month, there were more than 50,000 sold in the first two months. Sony clearly had a winning innovation on its hands, but only the Japanese knew about it. Businesses often encounter this problem. **How do you spread a new idea, product, change or innovation – and fast?**

Innovation and change need lots of communicating, explaining, and clarifying. However, this owever, his requires lots of attention and attention is a scarce resource.

So, instead, build your communication strategies in what people already know.

Sony had to face many barriers to entry; just before Walkman came to market, its image was stained by the press. Critics considered a cassette player without the ability to record a worthless item and a letdown to the company. Building on the transistor radio idea of portability, but with superior stereo sound and personalised music was the answer. Sony had their staff promote the Walkman to commuters on their regular train journeys to work. They also had people walking the streets of Tokyo, letting passers-by try the product to experience its great audio quality and advantage of portability.

Sony used the transistor radio as the anchor for the Walkman, because the public already understood what transistor radios were about and how you used them. From an explanation perspective, that's a big leap forward. Some people within Sony thought it wise to name the device differently in different markets. The Walkman was originally launched in US with the name of *"Sound-About",* in the UK as the *"Stowaway"*, and also went by the name *"Press-man"* in other locations. Thank goodness it went with what it did, because anchoring is easier than explaining from scratch a term like *"portable cassette radio player".*

By building on what people know, you make it easier for them to move away from their comfort zone. Consumers see behaviour changes required by innovation as losses and due to *"status quo bias,"* these losses loom larger in consumers' minds than do the benefits offered by the new innovation.

The drawback of the build-on strategy is that linking to what has gone on before naturally creates similarities. While helping consumers to understand the new product, it begs the *"meh"* response. **Difference is required to persuade people to buy** – there's no point being another bank, but on the other side of the street.

So, to communicate change and innovation it's necessary to link the build-on strategy with the unique story. In 2001, Apple launched the first iPod. The iPod was not much different when compared to other MP3 players available at that time – apart from its different and easy to use navigational system, sleek design, and Apple's brand name. But it had a powerfully unique story with it: *"1000 songs in your pocket".*

The Walkman had the transistor radio as the anchor and *"personalised and quality audio"* as the twist. The iPod did the same, building on the Walkman and adding a twist.

The business need for differentiation is important. We're all proud of the things we created that were unique and different. But innovation needs to have a pragmatic business outcome and this requires someone to communicate and explain it.

When designing communications, remember to build on what's gone before, but add the unique story.

TOOL

SENSING RESISTANCE: THE BUY-IN INDEX

Resistance and ambiguity is best headed off early and the best way to do this is to measure and analyse people's attitude to change early. Use this survey to create "Buy-In index" by randomly surveying your change audience at periodic intervals:

» The Buy-In Index is a short survey that tracks attitudes during implementation of a change project or initiative and should be compared with the results achieved during the baseline Change Readiness Assessment.

» It provides feedback to the project team and business unit management on changes in employee attitudes and enables comparisons between areas, departments, and/or levels of the organisation.

» The Buy-In Index should be kept simple to facilitate regular polling, ease of completion, and contain leadership specific questions.

» Depending on the audience, the Buy-In Index can either be completed online (via a tool such as Survey Monkey), via hard copy, or via face-to-face or telephone interviews. The point is, you need some leading indicators of how your change is progressing.

» The index asks recipients to respond to a number of questions using a rating scale of 1 – 5, with 5 being the highest possible score. Some sample questions:

› *I understand the new operating model and my role within it.*

› *I believe that the new operating model will improve our performance.*

› *Senior management is committed to implementing the new operating model.*

› *I understand what I need to do to ensure the new operating model works effectively.*

› *I believe we have the capabilities and culture we need to implement the new operating model effectively / quickly.*

› *People in my area are fully committed to implementing the new operating model.*

The Buy-In Index should be conducted at multiple points along the project implementation timeline, to identify issues that may be arising so they can be mitigated effectively. Some suggested timeframes:

- Pre-Implementation: following initial training and communications activities, but prior to implementation of the new system / operating model. This is designed to identify activities required to remove barriers to implementation.

- Mid-Implementation: highlights current issues and risks requiring action by the Business Change and Readiness team in conjunction with other key stakeholders and change champions.

- Post-Implementation: where possible, measure attitudes three (3) months after deployment of a new system, or introduction of a new way of working to identify status and mitigation activities around issues and risks and to provide input into the Post-Implementation Review process.

The same questionnaire would be used at each stage so that variances in answers to specific questions may be tracked.

THE SIX STEP APPROACH TO CHANGE

Having covered the philosophy of what works in change and what to look out for, now is the time to create a solid plan to execute.

Six Steps for Implementing Change

Change shouldn't happen in a random, uncontrolled way. Implementation of a change requires a structured approach to managing in order to ensure successful outcomes that are in line with the intention of the vision to navigate the ambiguous zone and ensure objectives are met The following six steps are essential for effective implementation.

1. **ENLIST THE SUPPORT AND INVOLVEMENT OF KEY PEOPLE**

To ensure the momentum and buy-in to a change process, identify key stakeholders, ensure that they are involved, and their contribution is valued. Use this team as agents of change across the wider organisation and try to achieve a good mix of skills, authority, resources and leadership.

2. **CRAFTING A GOOD PLAN**

Where possible, create a simple plan of action through the change, which clearly defines roles and responsibilities. Get people involved in the plan, especially if they are directly affected by it. Make sure that the plan is built in small, achievable chunks.

3. **SUPPORT THE PLAN WITH CONSISTENT BEHAVIOURS**

Whatever the characteristics of the change are: cost-cutting, behavioural, or ways of working, it is important to be seen to be *"walking the talk"*. People are only likely to adopt change if it is demonstrated by all levels (and particularly senior levels) of the organisation.

4. **DEVELOP "ENABLING STRUCTURES"**

Recognise what needs to happen to support the change. Training workshops, communication sessions, and team meetings should be aligned to the change will help people understand the reasons for the change and buy-in to the process.

5. CELEBRATE MILESTONES

When milestones are achieved, celebrate the fact that progress has been made. Recognising progress will maintain motivation, stakeholder interest, and give confidence that the longer term vision is achievable.

6. COMMUNICATE RELENTLESSLY

This is perhaps the most important activity of all. Communicating effectively can motivate, overcome resistance, lay out the pros and cons of change, and give employees a stake in the process. In fact, communication is so critical that there is another table devoted to it overleaf! Overleaf you'll find a communications checklist following a weekly personal checklist to manage your communications throughout the change process.

TOOL

WEEKLY CHECKLIST
TO SUCCESSFULLY MANAGE CHANGE

☑ HAVE I?	Y/N & COMMENTS
Specified the nature of the change What's changed? What else have I discovered? Have I communicated that message?	
Explained why Do I fit my communications into the wider context and explain how it fits?	
Explained the change, good and bad Am I maintaining my consistency, openness, and tackling all aspects of the change?	
Developed creative communication What have I done differently this week? What will I do differently next week?	
Managed the negatives What might be perceived as negative? Do I have it covered?	
Explained what success looks like Are we working to the same vision? As each other? As last week? Am I sure it's explicit and clear?	

|	
Explained what's in it for people Is my team aware of the impact of the change on themselves, the potential benefits, and the difficulties involved?	
Repeated myself! Even though I may have said it before, have I said it again?	
Made communication two-way Who has or has not communicated back to me? Have I established two-way communication and more importantly, are people using it?	
Been a change figurehead How have I been consistent this week? Am I a change leader?	
Action Plan Y/N	

CONCLUSION

To create focused change you need to inter-section of these three points:

1. **Leadership**
2. **Skills**
3. **Structures**

Leadership with enabling structures but no skills results in a good idea, but nothing to do. Leadership with skills, but no structures results in confusion. Skills and structures without leadership is a rudder-less ship. As change managers, you need to bring the three together to ensure focused and rapid change.

As a final message, remember this: changing the status quo is difficult and while nothing happens until leadership is engaged, the power and momentum is in the middle. Get on the front foot, engage the frontline and informal leadership throughout the organisation. Change will then take on a power of its own.
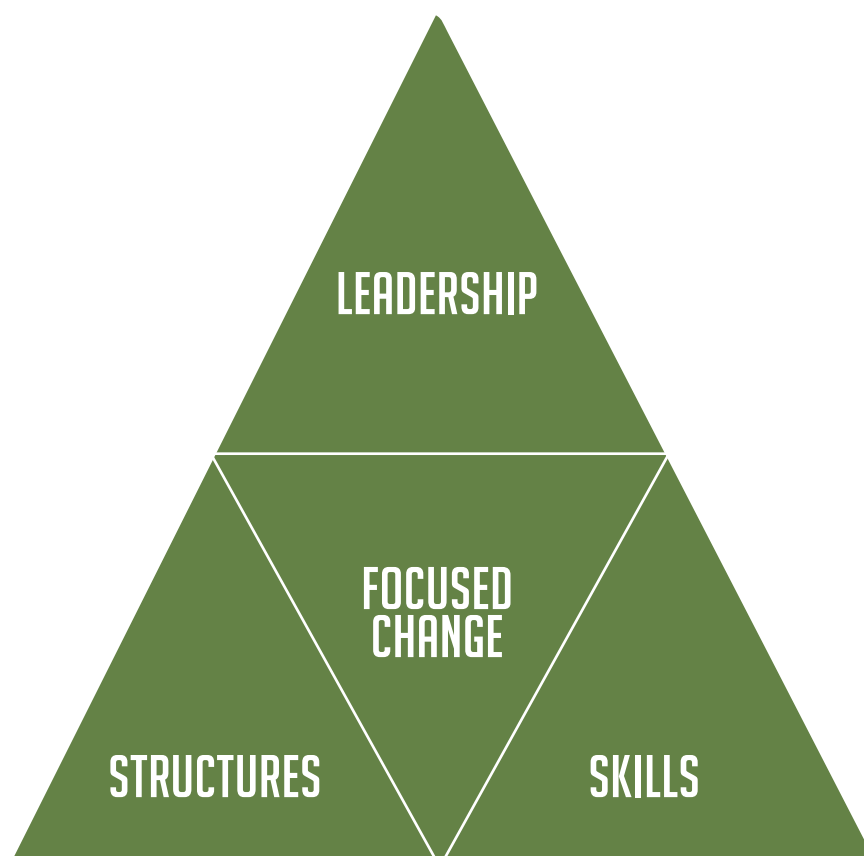
Share this eBook!

GET YOUR CHANGE MANAGING WITH A BEST PRACTICE BRIEFING.

Wondering if you have got all the steps right?

Find out in a custom best practice briefing:

- **REVIEW** your organisation: structure and challenges.

- **CONCEPTUALISE** the application of best practice model.

- **CREATE** an action list for a proof of concept.

90 minutes – No charge – Enter "BRIEFING" in email subject.

EMAIL NOW!

WHAT DOES
DANIEL**LOCK** DO?
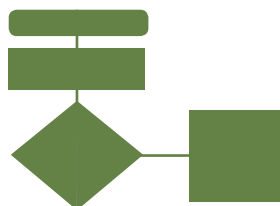## Consulting.

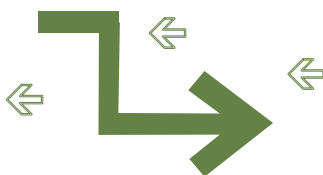### GROWTH AND INNOVATION

ORGANISATIONAL EFFECTIVENESS

MEASURING THE IMMEASURABLE

BUSINESS PROCESS IMPROVEMENT

SUCCESSFUL CHANGE

DEVELOP LEADING STRATEGIES

HOW DOES
DANIEL**LOCK** DO IT?
Consulting.

CONSULTING

WORKSHOPS AND SPEAKING

COACHING

IN-HOUSE TRAINING