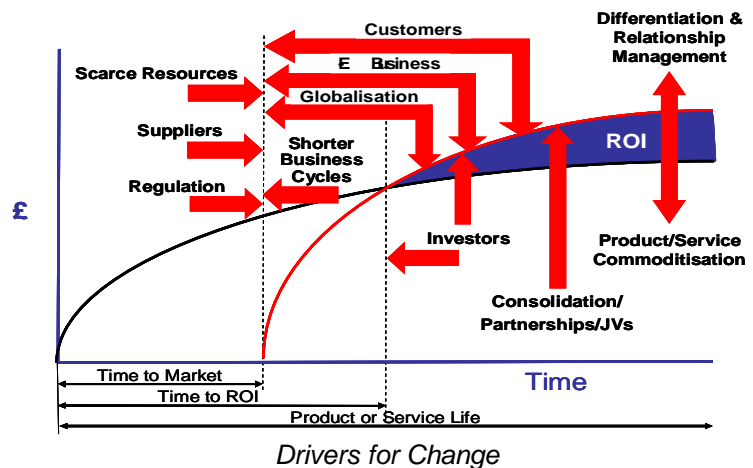


Change Management Briefing

Introduction

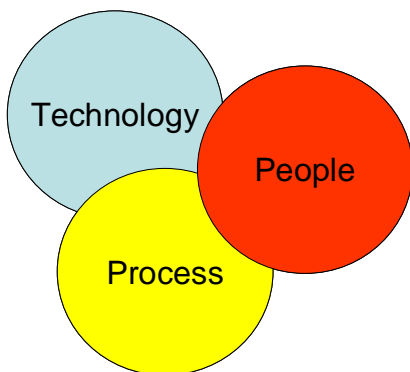
Change is everywhere. It comes in all shapes and sizes and is unrelenting. Any organisation has many stakeholders who have their objectives, targets and agendas. The various stakeholders and the operating environment for the organisation provide numerous drivers for change. The diagram below attempts to summarise the many drivers for change for a commercial organisation.

Given that change is at epidemic levels and shows no sign of being cured you would have thought we would have become good at managing change! The reality is that more often than not organisations fail to manage change effectively. By fail we mean that they don't achieve a number of their business objectives and the change almost definitely takes longer and costs more than they had planned. Why does change fail so often? **The answer is both simple and complex — people!**



Scope

For us, Change Management is about managing people through a change process. In some organisations the scope is the whole strategic change initiative—processes, technology and people. In others its purely about technology—keeping track of the software! We focus on people because it is usually the most important and the least well managed. If we consider the 3 main components of change—technology (in its widest sense), processes and people the first two may be perfect but if you have failed to engage and motivate the people to change then the chance of success is slim. If on the other hand you have worked hard at getting the people to accept and even to contribute to a change then even if the technology and processes aren't perfect the chance of success is high — the people will find ways to overcome the shortcomings and problems.



Approach

There are many theories and models for understanding how people react to change and how you motivate people to improve — *McGregor Theory X and Y*; *Hersberg*

Hygiene Factors and Motivators; *Kubler Ross Change Curve*; *Myers Briggs Personality Types*; *Cameron and Green Response to Change Factors*; *Daniel Golman Leadership Styles* and many more. These can and do provide valuable insights that help the change manager better understand individuals and stakeholder groups.

What they don't provide is a process for the change manager to plan and manage a change. We see four key steps in any change management process. Firstly, we need to define the change — why, what do we want to achieve, what are the implications and what's in it for me? We call this the “Case for Change”. We can then assess the impact but who has an interest — the stakeholders. Who are the stakeholders, what is their influence, how are they impacted, how will they react, what are their concerns and what do you want from them? Finally, you need to assess the readiness for change and decide if to continue — yes, that's right, the readiness of people to accept a change in the proposed format is a key factor in deciding if to proceed, it isn't just about money!

Assessing the Impact

Planning the Change

Initiating the Change

Sustaining the Change

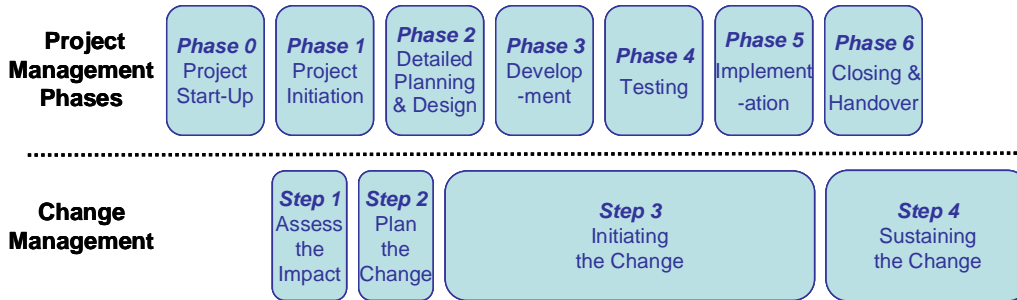
BUSINESS Transformation

Training and Coaching

“helping clients make performance improvement happen”

The second step is planning the change. Here the feedback from announcing the Change Programme is critical in deciding how and when you want to involve various stakeholder groups in the change initiative and what you hope to achieve by involving them. You also need to develop a Communication Plan specific to each of the stakeholder groups and that evolves as their concerns evolve from the personal level to how to make the change effective. But when is all of this activity happening? Well it starts right at the project initiation, see below:

“If you would persuade, you must appeal to interest rather than intellect”
Benjamin Franklin



Implementing the Change is the third step and it starts well before going live with a new processes or technology. This step is not only about implementing your well laid plans to involve and communicate with the various stakeholder groups. It is about continually sensing how the stakeholders are reacting, are they moving in the right direction, are the initiatives working, do you need to change direction, slow-down, speed-up, etc and then making the necessary adjustments in approach.

In the planning stage the inevitable business case will have been compiled. We use a benefits scorecard to build a complete view of what has to be done and how success will be measured, see example. We find this invaluable in communicating and keeping focus on the key change objectives.

The readiness for change must be reassessed prior to “going live” and a go/no go decision made!

The final step is to sustain the change that requires remaining concerns to be addressed, ongoing continuous improvement established

Benefits Stream: Managing Global Customers	Objectives	Measurement	Target	Initiative
Financial Shareholder returns	Increased order volume and value	Order value from Global Customers	15% CAGR	
Customer Competitive Global Contract Simple Ordering	Competitive global contracts Simple ordering	Take up of contracts Customer satisfaction - ordering	40% Yr1 65% Yr2 80% Yr3 80% v. good or better	Incentive programme Quality programme
Internal Develop Global Contracts Simple, proactive ordering process	Simple Proactive ordering Develop global contracts	Time to place order Order accuracy	10 Minutes 99%	Process optimisation Global database Global A/C Managers & information
Learning Network of Global Account Managers Access to reliable timely Global Customer information	Global A/C managers network Access to timely global information	% Global customers with A/C managers Quality of global A/C information Availability of system & database	75% Yr1 100% Yr2 95% Yr1 99% Yr2 99.5%	A/C Manager development programme New order processing system and database

Benefits Scorecard Example

Brief case study

A Telecoms R&D division had 5 management layers, was functionally organised and was too slow in bringing new products to market. The layers were reduced to three and the organisation and culture changed to a project driven structure with multi-disciplined self-managed teams. The change started with a clear case for change based on benchmarking. The framework of the new organisation was defined but the details were developed by individuals and teams. The change started with the managers affected by the reduction in layers who were all moved to new engineering roles that they detailed. The rest of the staff were then consulted and teams established to address major concerns such as career structure, appraisal process, communications, etc. Team training was provided on a number of subjects. The time to market was halved and the motivation of staff dramatically improved with a staff turnover in the telecoms boom of under 2%.

How can I learn more?

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