

### Address human side systematically

Change = people issues

Changes include Job changes, new managers, skill development, increased capacity or capability, introduction of new technologies

Be pro-active not reactive

Formal process should be adopted early and then implemented in a top down approach

Work involved in this strategy Alalysis, research, planning, disipline.

Change management strategy should be Realistic, integrated into programe design and decision making,

### Communicate the message

Ensure others understand The need for change, the problems being solved, the new direction clearly

Reinforce the message Regularly and in a positive and inspirational way

### Address culture explicitly

Be explicit about the behaviours and culture desired for change

Find opportunities to model and reward

Company culture is an amalgam of shared history, explicit values and beliefs, and common attitudes and behavior

Change may involve creating a culture, combining culture. or reinforcing culture

Companies have a cultural center Locus of thought, activity, influence or personal ID

Understanding culture helps jumpstart change

### Start at the top

Employees will turn to the CEO and the leadership team for strength, support, and direction

Leaders must embrace change first to motivate others.

Model desired behaviours

Executive team will work best if work well together and support each other through the change.

### Create ownership

Leaders must overperform and be evangelists of change

Reqs more than buy in, needs ownership of responsibility for making change happen in teams

Reinforce with incentives and rewards

### Involve all levels of the organisation

Change efforts must include plans for identifying leaders throughout the company and pushing responsibility for design and implementation down, so that change cascades through the organization.

Leaders must be trained and aligned with company vision and values at every level

### Assess the cultural landscape

Understand the organisations culture

Culture is often one of the biggest barriers to change

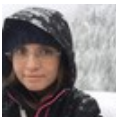
Cultural diagnostics can

Assess organizational readiness to change

Bring problems to surface

ID conflicts

ID factors which recognise or influence leadership and resistance



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### Make the formal case

People will question if change is needed, whether the company is headed in the right direction, and whether they want to commit personally to making change happen.

Articulate a formal case for change

Communicate it in a vision statement

- Steps
1. Face reality, make case for change
  2. Demo faith in companies future
  3. Provide a road map to guide behaviour and decision making, customise for various sections of business

### Prepare for the unexpected

No change project goes exactly to plan

#### Problems might include

- People reacting badly
- External environment shifts
- Areas of resistance emerge
- New technologies emerging

### Speak to the individual

Change is institutional but also personal

People spend lots of time at work

Many people consider colleagues a second family

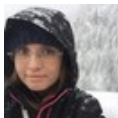
People need to understand what changes are expected, what the plan is, how they will be measured, what success or failure will mean

Must be honest and explicit

People will react to rumors and surroundings

Highly visible rewards such as promotion, recognition, and bonuses, should be provided as dramatic reinforcement for embracing change

Sanction or removal of people standing in the way of change will reinforce the institution's commitment.



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