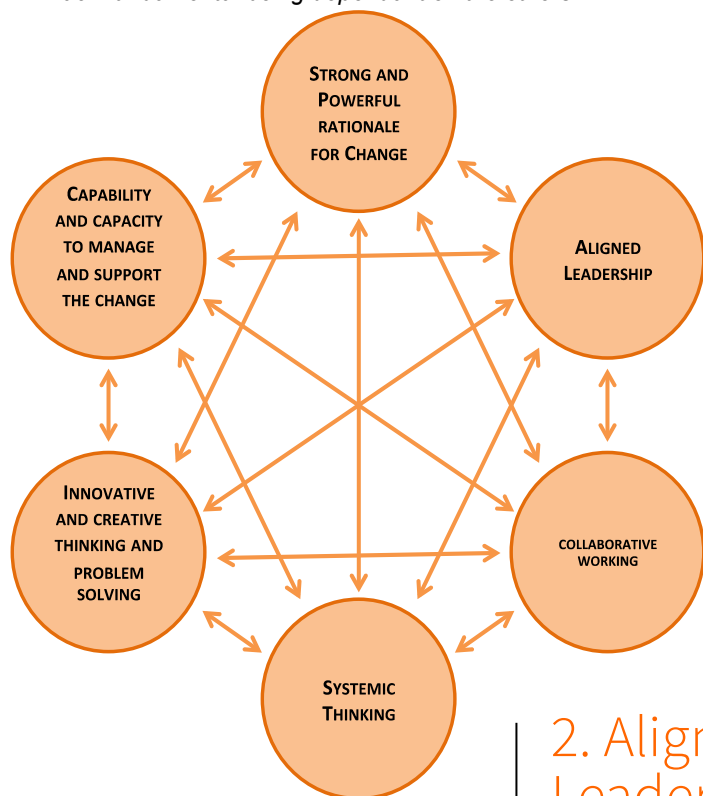


Centre for Facilitation share their expertise in this practical model of the 6 fundamentals for Change Management. Each fundamental being dependant on the others.



Make your change programmes more successful and less painful

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1. Strong & Powerful Rationale for Change.

Understand the nature of your business before embarking on a change project and have a consensual answer to the question 'why change?'

Your organisation has its own, unique 'fingerprint'. Before you start a change programme it is crucial that you fully understand the nature of your business. Explaining clearly why you want to change things will help you to be successful.

How? You need a combination of leadership and participation. Use your network so you can learn from the experiences of others implementing change. Become a "thought leader" and explore the possibilities that change could offer with your team. As a leadership team articulate a clear and consistent answer to the question 'Why Change?'

2. Aligned Leadership – consistent communication of purpose and commitment to shared values

Your leadership team need to be consistent in your messages and actions. An inspiring launch event will create impact but of more importance is the consistency once the change starts to be implemented. It is about what happens when hard decisions have to be taken. Is the leadership team robust enough to operate consistently?

How? The Leadership Team should share ways of working in advance of a change programme. There are some essential questions to be answered. How will tough decisions be made? Is this decision making process robust enough to cope with the most challenging situations, and agile enough to respond to the unexpected? What communications need to be prepared so that they are both inspirational yet honest and delivered with integrity? What are the key messages to embed in your informal conversations about the changes?

3. Collaborative working – across all boundaries

You need to create an environment so that people can listen, and really understand the perspectives of others, so they can calmly discuss differences of opinion. To provide an example; imagine the Procurement Department of an organisation insisting on a purchase order number for all procurement in advance. This would be described as good governance. But what if a Service Engineer orders and collects some spare parts from a 3rd party supplier, so he can fix a customer's plant in the early hours of Sunday morning. Rules have been broken, yet the customer's MD has written a letter of thanks to your organisation for the fantastic support from the Service Engineer.

Ways of working will need to be established that work for each and every role, business unit and in international organisations, each and every country.

How? At the early stages of defining a change project you need to get a sense of the entire current situation from all perspectives. Involve everyone who does the task, or is impacted by the task, to fully appreciate what the requirements are for your different stakeholders. Good processes must be put in place to address fears and concerns, creating an environment of trust and the positive atmosphere required for change to thrive.



4. Ability to see the whole picture – systemic thinking

The ability to see the whole picture when visualising how business processes, procedures, people really operate. Unless you can see the whole picture there will be changes made to one part that will have 'unintended consequences' elsewhere. For example you introduce a policy for suppliers to book travel and accommodation through the internal system, yet the system requirement for a personnel number prevents this from being implemented.

Your aim is to create robust solutions that will optimise the results for your whole organisation.

How? Identify internal and external Stakeholders, build an engagement plan and review process. It is essential to take the time to map thoroughly the 'as is' to the 'to be'. If your understanding of the current situation (as is) is vague or incomplete then the change will be on shaky foundations. It is helpful to include process mapping and activity analysis so you can all see and sense the difference between what your documentation/policies say the current situation is compared to the reality of the current situation. You can then work out what impact the proposed changes will actually make.

5. Innovative thinking and problem solving skills

Change is about creating new ways of doing things. Getting your team involved in this thinking can give ownership to the ideas that emerge.

Habitual processes need checking to see if they are still relevant. For example a system was developed 15 years ago to send reminders on a Tuesday and make payments on Thursday to suit the demands of the bank's processes. Historically this may have been the best way of working but is it really needed in 2016?

Implementing changes gives you the opportunity to challenge current fixed and habitual ways of working and seek innovative and creative solutions to both known and unknown existing problems. To challenge "the status quo" means you need to have a tolerance of uncertainty and a willingness to take some risks.

How? You encourage innovation, creativity and problem solving. These require specific workshops using specialist techniques rather than the usual meetings to "discuss" ideas. These sessions will provide a real energy surge in your team and will influence further innovation to improve daily work activities.

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6. Capability and capacity to manage and support the change

Change programmes are demanding on organisational resources, capability and capacity. There is a danger that the organisation assigns just enough resource to get started and then the programme just gets shelved, or staggers on ineffectively. The time required to really make change happen is far greater than anticipated. At first there will be a real passion for change and an initial willingness to "go above and beyond" job roles but it is just not possible to sustain this high level of commitment. You need to commit sufficient resources in advance.

How? Be very realistic about the time required for people to do the change work and do the 'day job'. You could release some key people from all or part of their contracted role for the duration of the change programme. Providing clear expectations and deliverables for their role in the project will make sure that your project is properly set up. Consider how to maintain engagement and motivation, which will get tougher during the mid points of the change programme.

How Centre for Facilitation might assist?

We have experience of managing change in a variety of organisations and will guide you to avoid potential pitfalls. We can design and run your change programme events and workshops in partnership with your Leadership Team. Using a neutral facilitator means all your leadership team can fully engage in meetings and participate in the conversations with others.

We will create an environment so that people share experiences openly, constructively and honestly and clarify the emerging issues. We use processes; tools and techniques to support everyone to express their innovation, creativity and problem solving skills so you get the breakthrough thinking that means your projects become transformational.

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