

The Change Programme Phases:

1. **(Identify) Vision and objectives:**
define route map, assign sponsor and change leaders (board level support and full leadership commitment essential).
2. **Build Change Team and plan tasks, areas to cover:**
People / systems, equipment / information
Review and update:
People: resources, training, coaching, support
Systems: verify suitability and update / replace
Information: documentation and IS: processes, procedures, access
3. **Communicate** (Draft) Plan and Engage
4. **Engagement** at all levels, all stakeholders: sponsors, change leaders, workers
– key: get feedback
5. **Opportunity** to improve / modify / adapt plan
6. **Implementation:**
key point - check results at the end each phase / tasks – get feedback
7. **Close Out – verify success, correct**

The Mechanics of Successful Change – people and behaviours

Good Change Leader: transparency, integrity, consistency, competence: trust and belief.

The proposed change needs to make business sense have a strong business case
ie it must 'work' and it needs to be accepted 'become routine'; it should at the same time cover the social aspects adequately / fairly.

The Change Story: the journey has been defined, but not everyone's journey is the same. There is a starting point, obstacles, points of interest, opportunities and choices to make, not all the roads meet, some people will not be able to continue the journey, some will leave, new people will join; plan for this, support people and gain acceptance.

Consider change having 3 levels – Individual, Team, Corporate.

Change needs to be treated at each level: the objectives, the benefit, ability to complete, and be sustainable.

Changing Behaviour is key to sustaining the change:

1. **understanding and acceptance: communicate and engage,**
2. **support / facilitate the transformation: training and systemic,**
3. **reinforcement – coaching and management.**

Thought: we want people to change, to do things differently so the common point, the point of convergence must be at the individual.

Communicating change to the individual:

why, what, how and need to answer the question: 'what's in it for me' – remembering that sometimes the answer may be "a new start with another company"; in each case support the change for them too....

Shane HAWKINS – Change Overview

People Centered Implementation (PCI) Model Success Factors

Shared Change Purpose

Effective Change Leadership

Powerful Engagement Processes

Committed Local Sponsors

Strong Personal Connection

Sustained Personal Performance

Prosci Change Management Levers

Communications lever

Sponsor roadmap lever

Coaching lever

Training lever

Resistance management lever

Change Leader's Roadmap phase

Phase I – Prepare to Lead the Change

Phase II – Create Organizational Vision, Commitment & Capability

Phase III – Assess the Situation to Determine Design Requirements

Phase IV – Design the Desired State

Phase V – Analyze the Impact

Phase VI – Plan & Organize for Implementation

Phase VII – Implement the Change

Phase VIII – Celebrate and Integrate the New State

Phase IX – Learn and Course Correct