Change Strategy

Change Strategy

What is it for – why have it ?

- According to Harry Robinson, Senior Partner at McKinsey, 70% of transformations fail because:
    - The vison or aspiration is not compelling enough
    - Organisations don't have the skills and capabilities
    - The the right change management strategy and infrastructure is not in place

- He goes on to say that 4 key things need to be in place for success:
    - The CEO needs to be fully committed to the transformation and to make it one of the top business priorities
    - The CEO must go after the full potential with high aspirations and a compelling and motivating vision
    - Leaders must commit time to the Transformation living and role modelling the changes and commit the best resources
    - **Leaders must follow a clear transformation approach with clear plans, measures, change management and engagement, clear processes, an understanding of the mindset changes and the organisations capabilities**

How is it used – how it works?

Developing a Change Strategy, based on the Intaconsult 6 Stage Process and organisation can apply Change tools and techniques to enable the achievement of change that is more likely to be a success if applied carefully

70% Failure Rate

Change Strategy

Transformation is based on a clear vision with a change strategy designed to deliver it – there are some building blocks that need to be in place to shape the foundation of the change Strategy

- Transformation activities help the organisation understand the As-Is and what needs to be in the To-Be
- This enables the organisation to identify its overall purpose
- To bring about change the culture needs to be built on key values
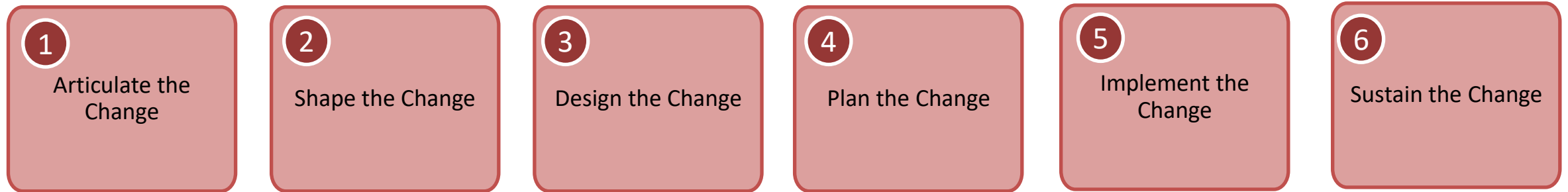- Together this allows the articulation of the shared vision

As-Is To-Be → **Purpose** + **Values** → **Shared Vision**
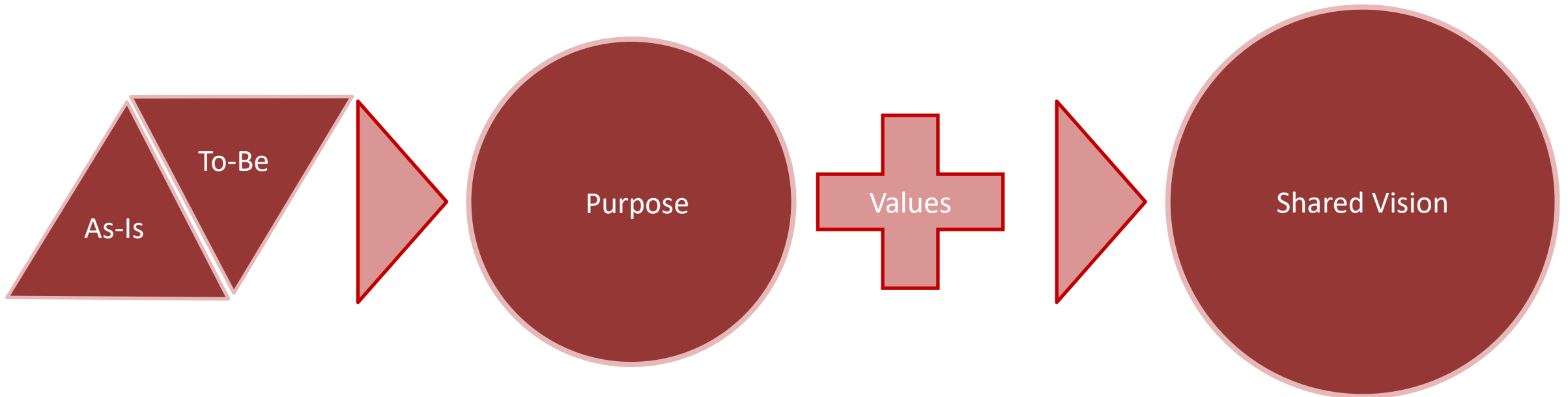
The Change Strategy helps the organisation to deliver its vison and its transformation – change is an enabler for Transformation and once you have developed your Change Strategy you can start to select tools to help you to deliver the change

A clear change strategy allows consistent change experience across the organisation

Intaconsult Business Change Strategy

What is it?

- We have developed a Change Strategy based on 6 process phases taking the output from a Transformation Discovery Process which will also require a set of tools to adopt as we plan and deliver our Projects and Programmes

- The process has 6 key stages:

| 1 Articulate the Change | 2 Shape the Change | 3 Design the Change | 4 Plan the Change | 5 Implement the Change | 6 Sustain the Change |

- Our role as Project and Programme Leaders and as Change Champions is to understand the gap between the as-is and the to-be and to help the businesses adopt the changes through the creation and adoption of a change plan that will involve colleagues in the change and enable the sustainable achievement of the changes and benefits required

Business Change – Articulate the Change

Reasons for Change

Change Readiness

Determine Scope

Impact Assessment

Communicate
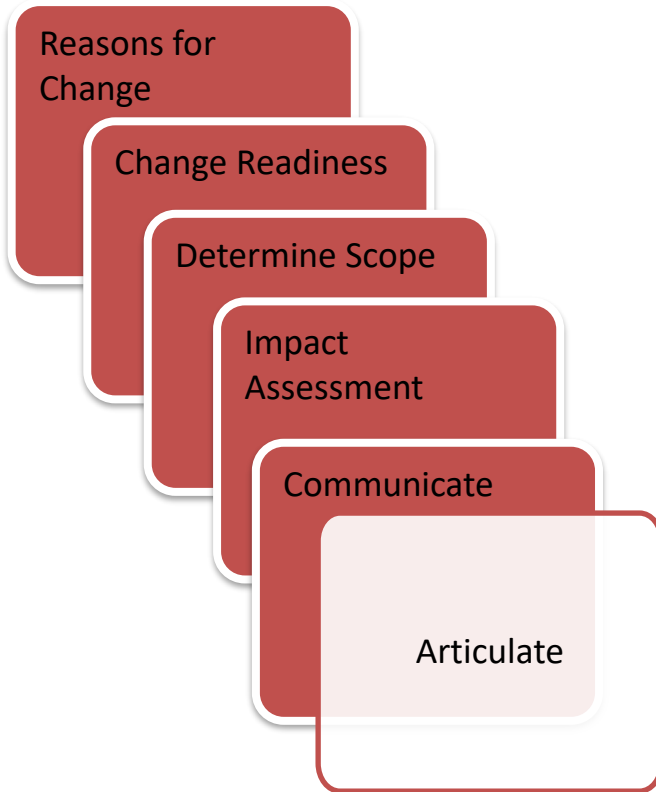
Articulate

Articulating change by translating the organisations strategic plan into tangible objectives that are aligned with stakeholders needs and expectations
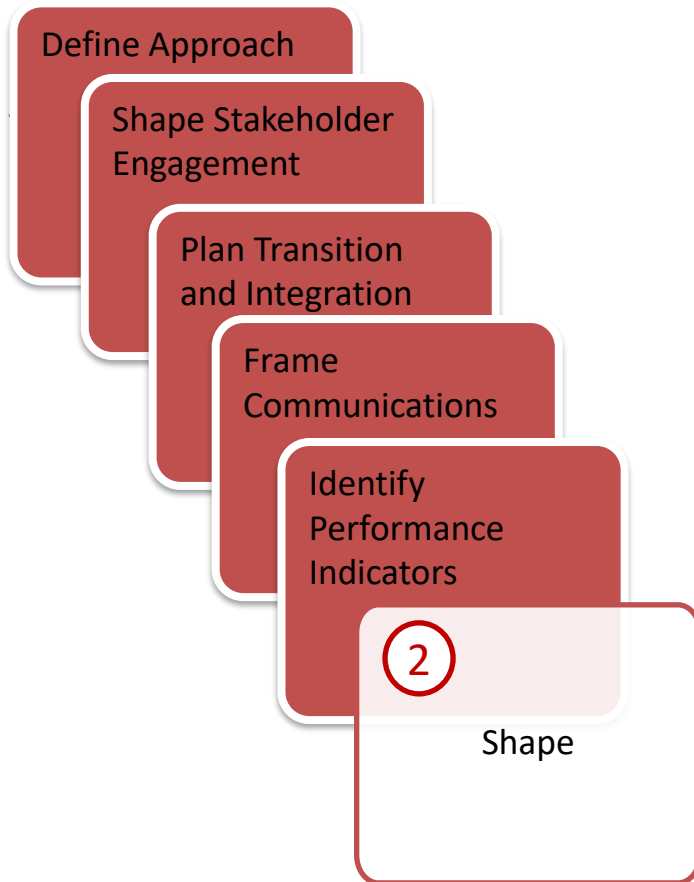
At this stage in the process, we would expect to:

- Clarify the reasons for change

- Assess the organisations readiness for change

- Determine the overall scope of change

- Understand the impact of the change

- Communicate our objectives and vision.

Focussing on helping colleagues recognise and understand the need for change by raising the awareness of the various challenges or opportunities facing the organisation

Gaining buy-in from our colleagues which can ease friction and resistance later in the journey

Business Change – Shape the Change

Define Approach

Shape Stakeholder Engagement

Plan Transition and Integration

Frame Communications

Identify Performance Indicators

② Shape

Shaping the change and giving a foundation to design and plan that will deliver the benefits

At this stage we would expect to:

- Define the approach
- Shape stakeholder engagement
- Plan transition and integration
- Frame communications
- Identify key performance indicators

Accounting for any unknowns or roadblocks that could arise during the implementation process that would require agility and flexibility to overcome

Business Change – Design the Change

Mobilise Stakeholders

Define Outputs

Impact Analysis

Prepare the Organisation

Identify Teams

Identify Performance Measures

Develop budgets

Design

Designing a programme for achieving the change objectives such as workshops, process mapping, management levels, roles and responsibilities, training, communication, rewards/incentives, and budgets

Establishing metrics for measuring the success of the change at a team level as well as at an organisation wide level

At this stage we would expect to:

- Mobilise stakeholders

- Define our project outputs

- Conduct an impact analysis

- Prepare the organisation

- Identify the team/s

- Identify performance measures

- Develop our budgets

After the design we would develop detailed plans and governance

Business Change – Plan the Change

Formalise Governance

Plan Activities

Plan Approach

Develop Communications

④

Plan

Designing and developing plans for achieving the change need to be detailed, and established within a Governance Framework

Establishing metrics for measuring the success of the change at a team level as well as at an organisation wide level
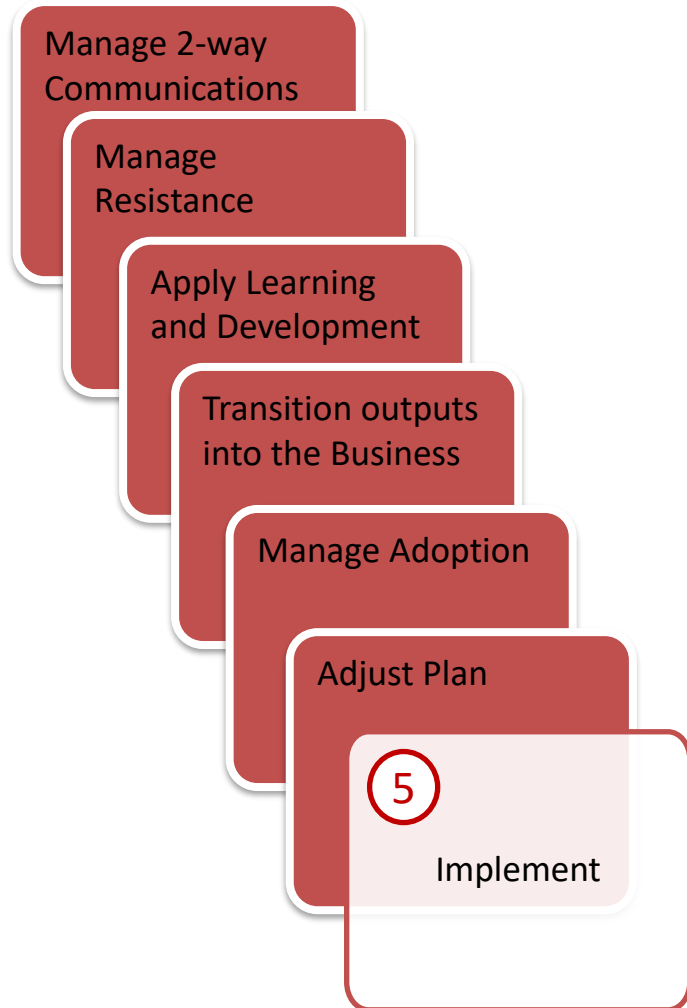
At this stage we would expect to:

- Formalise Governance

- Plan the activities

- Plan approach

- Develop our communications plan

After the planning the organisation can follow the steps outlined within it to implement the required change

Business Change – Implement the Change

Manage 2-way Communications

Manage Resistance

Apply Learning and Development

Transition outputs into the Business

Manage Adoption

Adjust Plan

5

Implement

Focussing on executing the change within the impacted areas of the business through engagement and mobilisation of work Colleagues ensuring that the commitment of our colleagues is 'won'

To enable this, you can create Transformation Advocates and Change Champions as you run workshops, manage process redesign, design new ways of working and provide all the necessary training and development to enable colleagues to take part in the new world
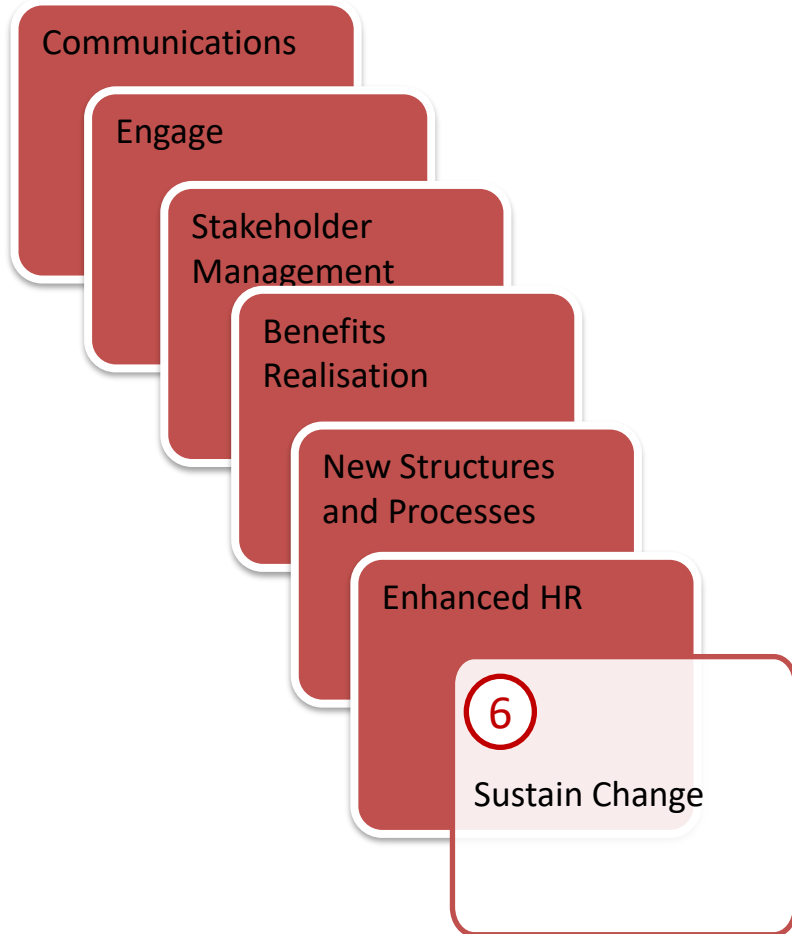
At this stage we would expect to:

- Manage ongoing two-way communications

- Manage resistance to change

- Apply learning and development support

- Transition outputs into the business

- Manage adoption rates

- Adjust the plan

During the implementation process, focus on empowering colleagues to take the necessary steps to achieve the goals

Anticipate roadblocks and prevent, remove, or mitigate them once identified

Repeated communication of the organisation's vision is critical throughout the implementation process to helps to remind colleagues why change is being pursued

Business Change – Sustain the Change

Communications

Engage

Stakeholder Management

Benefits Realisation

New Structures and Processes

Enhanced HR

⑥ Sustain Change

Throughout the change initiative we will include our colleagues in line with our change approach as we need to ensure that we can sustain the changes we have created.

Involvement helps us to enable and sustain the impact of the change process to benefit from the changes we are making and the improvements we are achieving.

At this stage we would expect to:

- Continue with ongoing communications

- Continue to engage and to consult

- Maintain stakeholder support

- Ensure that the benefits are being fully realised

- New organisational structures, controls, and reward systems should all be considered

- HR Processes enhanced

The overall Business Change plan must be costed and included as an input into any proposed change business case

The Business Change plan is effectively integrated and sustained within the change project management implementation plans