Maintaining Business Momentum Through Transformation
Mary-Beth Hosking

HOW TO DELIVER SUCESSFULLY DURING CHANGE

Change in a Digital Age

"The brutal fact is that about 70% of all change initiatives fail"

- In a digital age, change is all around us and is increasing at a rate never seen before in the industrial age

- While IT focuses on modernising systems this in turn changes the relationship between routines and roles and impacts employees experience

- So knowing how important people and culture are during transformation, why is it that leaders struggle with employee engagement and changes continue to fail?

Why do changes fail?

- Lack of change readiness

- Insufficient planning

- Failures in the leadership and/or management of the program

- Ineffective communication

- Lack of follow through

Leadership during change

- All change will follow a similar pattern irrespective of the change model being used

- If you are not across the various change models it is worth doing some research

- Understanding the need for a top down/bottom up approach is vital
  - Top down for strategic vision
  - Bottom up to ensure all levels are empowered to tactically action the change

Leadership Change Model

Clearly defined steps to assist leaders during times of change

The Change Announcement

Keeping the Lights On

Maintaining Well-being

Team Structure

The Change Announcement

- Gather information – gather as much detail as you can
  - If you are not part of the change process then understand as much of it as you can
  - How will this affect the team and how will this affect you?
  - How will this affect the work currently in flight?

- Plan your communication
  - Knowledge is power and never more so than during a change
  - Continuously update your plan as the change evolves
  - Communicate honestly, openly and authentically

- Develop your approach
  - Be clear on responsibilities
  - Be positive and involved
  - Debunk rumours – address cynicism head on

Keeping the Lights On

Keeping the lights on during change means continuing to deliver whilst everything is in flux

- Understanding anchoring
  - The organisational change history will come into play and is worth noting
  - Update communication plan as cynicism increases to continue to address anchoring

- Building culture – look at your teams roles and responsibilities and structure
  - Look at roles and responsibilities and put together a team RACI
  - Look at implementing a reward and recognition system to bolster team energy and motivation

- Mind your language
  - Speak positively and authentically about the change
  - Stay on message at all times

Maintaining Well-being

- As leaders we are always looking at ways of maintaining well-being for our teams and ourselves

- Mindfulness training enables team members to relieve stress and bring back balance

- Gratitude Practice is about gratitude in action. Being grateful for what you have and focus on the positives in the work place

- Emotional Intelligence Training is about elevating the EQ in the team. Teach practical exercises during lunch and learn sessions to help develop your team EQ

- Inspire your team to get involved in social responsibility programs. This will help your team see the bigger picture and provide a deeper sense of purpose and contribution

"Being mindful means that we suspend judgement for a time, set aside our immediate goals for the future, and take in the present moment as it is rather than as we would like it to be."
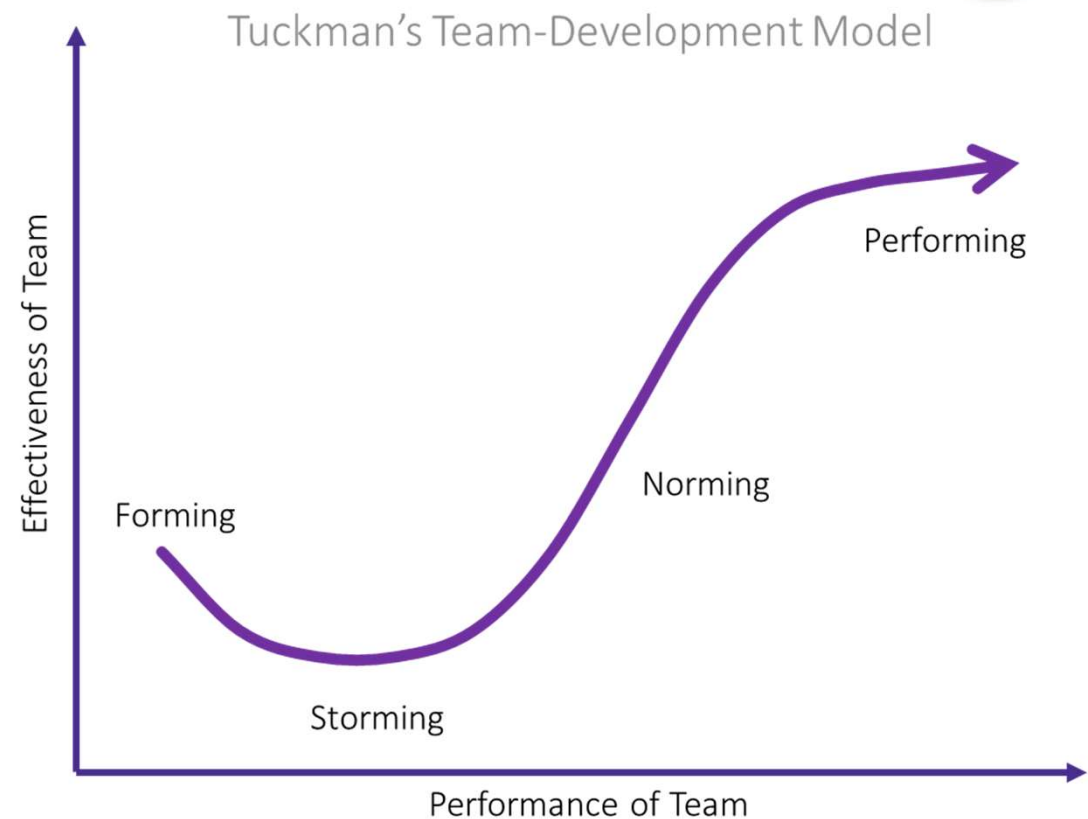
Mark Williams

Team Structure

- During a change it is possible that your team may go through a structural change

- This can be as simple as a few people moving on to a complete reshuffle

- Regardless of the size of the change you will need to revisit your teams ways of working

Tuckman's Team-Development Model

Effectiveness of Team

Performing

Norming

Forming

Storming

Performance of Team

The Human Element

"The people element in organisational change underlies any and all change efforts and holds the key to success or failure"

- The only way to successfully transform an organisation is to focus on its people

- Leaders need to be skilled to manage the change and be equipped to support their team

- Teams need to be active participants in the change implementation to increase commitment to the outcome

- Addressing these elements will increase your chance of a successful change

"Achieving change in organisations is not so much about managing but may be more about guiding and steering the process of change"

Charles Handy

Questions

Mary-Beth Hosking

TECHNOLOGY LEADER | MENTOR | COACH | SPEAKER | CHANGE ADVOCATE

developing **sustainable**
CHANGE LEADERSHIP
by
building resilience
through
TRANSFORMATION