LEADING CHANGE

Turning Change Fails into Change Successes

Rosalind Cardinal

shaping change
RELEASING TRUE POTENTIAL

Table of Contents

Why Change Efforts Fail

Only 38% of employees believe that major change initiatives within their organisation are well managed and help the organisation to deliver better business results.

Source: Aon Hewitt Australia and New Zealand engagement database (April 2011 to March 2012)

The rate of failed change in organisations is huge – some statistics say above 60%, some 70%. Around two thirds of change efforts fail to deliver the intended result. Why?

> **The biggest factor in failed change efforts is that people fail to change.**

In my change programs, I like to do an activity that illustrates this point. I ask the participants to pair up, then to turn away from their partner and make three changes to their appearance – take off glasses, earrings, that kind of thing. Then they turn back to face each other and try to pick the changes in their partner.

Most people can pick one or two, but that is not the point of the game. I ask for a show of hands "who got all 3, 2, 1, none?" We have a brief discussion about how change can happen all around us and we do not notice it. Then I cut to the real point – I ask people "who has changed those things back again since the game stopped?" Every time, almost everyone has changed back. Now putting aside practicalities (I need my glasses on to see), when I ask why, people will say "I liked my way better" or "I felt more comfortable before."

People make the changes because the facilitator has the "power" to get them to change, but as soon as they can, they change back. Isn't that interesting? So, what we can learn from that is that in the organisational context, people will make changes if those in authority tell them to, but they are very likely to slip back to the old, comfortable ways of doing things once the leaders stop paying attention.

There is a myth around that people don't like change – that is not true. If it was, you would never cut your hair, buy new shoes, get married, or have children. What people don't like is having change forced upon them, in a way that doesn't make sense. People actually resist LOSS. More on that later.

I am going to borrow liberally from John Kotter and his 8 steps of change here, in outlining some of the key "Change Fails" I have experienced, observed and done myself.

Change Fail 1	Leaders aren't being clear on "why we need to change" so it is compelling and shakes people out of complacency.
Change Fail 2	Leaders haven't communicated "what the world will look like when we have changed" in a way that makes it attractive enough so people will want to go there.
Change Fail 3	Leaders haven't communicated the "practical and doable steps that will get us there" so it makes sense and gives people confidence that the leaders know what they are doing.
Change Fail 4	Leaders themselves are not demonstrating support for the change, so people don't feel they need to either.
Change Fail 5	Leaders don't change themselves; the way they do things, the things they say. It's called "walking the talk". That means that the culture doesn't change.
Change Fail 6	Communication is poor, non-existent, or once off.
Change Fail 7	Employees are not involved; the change is done to them. Leaders don't understand the impact of change on people and worse, they don't seem to care so trust is eroded fast.
Change Fail 8	The change doesn't get bedded down because leaders turn their attention to other things too early. I call it "Leadership ADHD".

Let's look at each of these factors and turning the Change Fails into Change Successes.

This book is designed as a workbook, to dip into, make notes in, and keep to hand. Some of the information is basic, but so are many of the change mistakes I see leaders making. If you already know the theory, spend time thinking about if you are REALLY putting it into practice.

I understand that you are time poor (isn't every leader?), but if you want to move from "change fails" to "change successes" you need to make leading change a priority. If you can't – why are you trying to make change?

All of these case studies are based on real "change fails" and "change successes." I have avoided detail that may identify the companies and people involved.

Change Success 1

Being clear on "Why we need to change"

When it isn't done well

Jim and Terry are team leaders in a large organisation. Their teams are process workers; they come to work, do their jobs and go home. The way they do things has not changed significantly in the last ten years. One day Bruce, their Group Manager, calls a brief meeting and announces that there will need to be significant changes to the way work is scheduled and performed. Bruce states that he will be looking for the teams to improve efficiencies and speed of delivery.

Jim and Terry chat in the car as they drive back to the plant. "Why do you think all that has to happen?" Jim reflects. "Dunno", replies Terry. "What are we going to tell the guys then?" Jim asks. After a moment's contemplation, Terry replies, "I reckon we keep our heads down and keep doing our jobs. It's always been good enough so far, and I just don't see what is wrong with the way we do things now." In agreement, they arrive back at work and tell the teams "Oh that was just some stuff head office want us to do. Don't worry about it."

Management gurus are talking about the Burning Platform:

> ## "If we don't change, our platform will burn out from under us and we will die!"

They are right. You need to have a compelling reason to change. One of the key things in changing people is that they need to see a good reason. Clearly, Jim and Terry are not seeing a reason at all, let alone a good one.

There is a caution though – if your burning platform is terrifying it sends people into a limbic, fear driven response where they will not be thinking clearly and making good decisions. Don't panic people with your burning platform; make it a controlled burn, not a wildfire.

When it is done well

The Executive team of a large organisation are worried. The business is experiencing a downturn, and although they have been

riding it out, it is clear that things need to change. Turning their attention to the business strategy, it becomes obvious that

the business has some significant efficiency gains to be made. The team swings into action, working with senior leaders to identify areas where things can improve. In developing their communication about the changes, they are open and transparent about the challenges ahead. They send the group managers to meet with the team leaders and explain the situation, clearly and honestly. Each team leader leaves the meeting with a clear picture of the issues and challenges, and is geared up to work with their team on solutions.

Mark heads back to his workplace and calls the team together. He is able to articulate the issues to them, and as a group they brainstorm several butchers' paper pages of ideas for efficiencies. Mark arranges for the team to meet with his manager and present their ideas. Most of the ideas can be implemented with little delay and soon the plant is humming along delivering faster and better products and services. Mark and the team are justifiably proud of their achievements, and when the CEO visits them in the next quarter, they already have new ideas to suggest to him.

So what you need to do first – before you do anything else – is to be clear on WHY you need change. Just a warning here.

Warning #1: One of the things I have observed about Senior Leaders is they are often Innovators and Change Agents. They like, and thrive on, change. Check in with yourself that things REALLY need to change.

When you are clear in your own head WHY change is needed – write it down, reflect on it, make it compelling.

Think about explaining it to everyone, from the CEO to your colleagues to the mailroom and ask yourself if they would understand the urgency and the need for change.

You will need to have a series of communications prepared, from short "sound bites" or "elevator speeches" to 45-minute presentations.

Have your "WHY" ready in many formats so you can be prepared, no matter who your audience is.

Why do we need to change?

Would I be able to explain this to everyone?

Would they get a sense that this is urgent and compelling?

Am I ready to move on to developing my vision of the way the business will be after the change is complete?

Change Success 2

Communicating "what the world will look like when we have changed"

Matthew is a recently recruited Divisional Manager. He has been in the job for only a couple of weeks when he starts making changes. He calls his Executive team together and tells them that he wants to change the policies and procedures in the business, and provides them with copies of documentation from his previous role. "Get started on rolling these out to the business" is his instruction.

Confused, the team come to him one by one to discuss. "Yes, I get that we can

probably make improvements, but you need to understand why we do things the way we do. There is a lot of background and history, and people are very wedded to the existing procedures. Besides, they work just fine."

Frustrated with what he sees as blockers, Matthew insists that the business makes the changes. Reluctantly, the team comply, but behind the scenes they are hardly supportive and some even criticise the new policies and procedures to others.

Matthew had a clear picture in his head of the business improvements that would result from his changes, because he had seen it in his previous role. What Matthew was missing was the articulation of the vision for how the world would be a better place once implementation of his changes was complete. He failed to paint the picture for his team of the benefits and advantages to the business, and by not doing that, he left the team struggling to understand, and buy in. He also fell into Change Fail 1 and didn't clearly articulate the need for change. Matthew was driven by the urgency to make his mark but he was off to a bad start, with a disengaged team who were responding reluctantly to a coercive management style.

When it is done well

David is also a new recruit to the same business. He is a clever and articulate leader, with an ability to tell the story and sell the vision. David has the advantage of having worked in a more advanced business in the sector, and brings experience that will benefit the new business.

David is cognisant of the need to be very clear about his vision for change.

But even more cleverly, he involves his Executive in creating it with him in a series of brainstorming workshops. When the time comes to implement change, the Executive is excited about the future and eager to get on with the changes. Feedback about David and his style is overwhelmingly positive. His team are his biggest advocates and work extremely hard to bring about David's vision.

What you need to do next is to create your vision for change. As we know, people resist change that is forced upon them, so it's a good idea to involve people in creating it.

Create the vision, make it simple yet compelling.

You need people to believe in it, and to want to go there with you. Visions that are too "out there" will turn people off, so make sure it is achievable.

Practice the story, find different ways of telling it, then go out and sell it. Another warning: I have worked with leaders with a personality preference for leaving things open ended. This leads to not committing fully to a final vision in case your ideas change. This is great, up to the point where you want people to start to buy in.

Write it down, and commit to it. When the vision is just in your head and not written down, people around you get the sense that you really don't know what you want. *"He keeps changing his mind, so there is really no point starting anything because it will change by next week" - Rob, Manager*.

What will the world looks like when we have made the changes?

Would I be able to explain this to everyone?

Is it clear and understandable? Does it look desirable and appear attainable?

Ready to move on? The next step is harder, and often overlooked by leaders.

Change Success 3

Practical steps to get us there

Elizabeth is a visionary leader. She won her most recent role as CEO based on her ability to articulate her vision for turning around an ailing business. She is clear about the need for change and paints a compelling and clever vision for the future. One thing that she is not great at, by her own admission, is explaining how to get there.

After a few months in the job, Elizabeth is getting more and more frustrated by the lack of action in the business. She explains the vision at every opportunity, and is always asking herself why she isn't seeing people getting on with it. Finally, at a facilitated team building workshop, a team leader finds the courage to say what everyone in the room is thinking. Hesitantly he says "We get the vision, but we don't know what to do to get us there". After a moments stunned silence, Elizabeth is visibly angry as she says, "That's your job – I am paying you lot to sort that out."

Elizabeth took a very hands-off approach to the change. Once she had told people why the change needed to be made, and painted the picture of the future, she genuinely believed that people should figure out how to get there.

What she was dealing with though were people who had worked in a static environment for years, they literally **could not** figure out what needed to happen.

It didn't mean they were not smart people, or that they were resisting change, but they had no experience to draw on to help them figure it out – and Elizabeth wasn't able to explain it to them.

She engaged an experienced project manager to work with the leaders to translate her vision into action, but he also struggled to make the vision real and practical. Eventually, after many months of angst, Elizabeth moved on to another role.

When it is done well

Sue and Kerrie are team leaders. All the staff are called to a meeting with Kate, their CEO, to discuss changes to the business structure. As soon as it is known that the meeting has been called, the rumour mill goes into overdrive. On arrival, everyone is on edge. Kate explains the reasons for the change, the benefits, and how it will be implemented. Even though it does not impact them directly, Sue and Kerriea are interested in the process and listen intently. At the end they both have questions that Kate answers thoroughly leaving them with the understanding that she and the change team have carefully considered all the options in determining the way forward. Discussing the events as they walk out to the car park, Sue and Kerrie are comfortable that the changes are going to be well managed, and that they will be kept informed as events unfold.

> ## What you need to do is figure out some practical steps that people can take that will start you on the change journey.

Often the hardest part is getting people moving. Once they are moving it is easier to keep the momentum going.

Invest time in talking to people and ask them "How do we best implement this in your part of the business? If we did three key things to get started what might they be?"

Warning #2: People may genuinely have no idea how to get to where you want them to be, so be ready to prompt, seed ideas, and recognise and reward small steps.

Outline all of the practical steps that will get us there

Are they specific, achievable and realistic?

Have they got timeframes? (timeframes help reinforce the urgency created in step 1)

We covered the easy ones, which relate to the process. Now to move on to the more challenging aspects of change – the people.

Change Success 4

Demonstrated leadership support

An organisation has committed to a culture change program. They engage consultants and spend time and resources on workshops to determine the culture that will enable them to deliver the business strategy. The executive team is clear about the reasons for change, the vision, and the first steps. The existing culture is measured … well mostly. One of the managers decides that his division is not going to take part in the survey because they are very busy.

The survey results come back and the consultants work with in-house people to design a culture change program to start to close the gaps. When it comes time to schedule the senior leaders into the program, the same manager says "My division doesn't need the program. My leaders have the behaviours that I want, so we are already where we need to be." Later, after much feedback, he relents and allows the team leaders to attend the program.

This creates an interesting situation. Although this manager may be right, and his division is where it needs to be, it sends a very powerful message to the whole business that one of the executive does not support the change process. *"If my manager hasn't attended this program, why should I?" – Chantelle, Team Leader.*

This message puts the whole change program at risk.

Janet is the CEO of a medium sized business. She is working on a business transformation process to enable her business to meet the challenges of a rapidly changing industry. She puts her change team in place – her four Senior Leaders, a Change Manager and an external Change Strategist. The team is aligned and focussed, and every interaction they have with the employees demonstrates their unwavering support for the change.

Although the business is only part way through the three-year change plan, they are on track, and delivering the results they want. Janet finds some of the decisions she has to make very personally challenging, such as making people redundant, and she has moments where she wavers, but she seeks the support of her coach to help her through. Janet knows that what she is doing is the right thing for the business, even though it is sometimes difficult.

Change can be tough. Sometimes it seems easier to give in yourself, or to accept lack of support from your colleagues.

Lack of leadership support is one of the key reasons change fails – if the organisation cannot see all the leaders supporting change, then why should anyone else?

> **You need to ensure that you have absolute and unwavering commitment from the top before you start your change process**
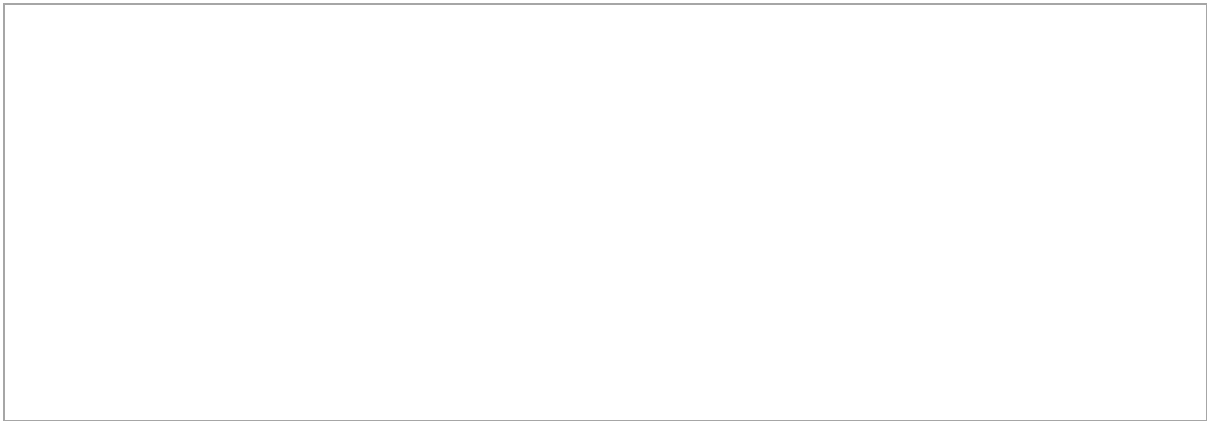
That means REAL commitment, not just a "tick it off as long as we don't have to do anything." I have seen change come unstuck because a senior leader agreed in a meeting then left the room and said openly "Over my dead body!" That situation demonstrates a whole different issue about team dynamics but happens more often than you might think.

Am I sure that the leaders I need to support this are REALLY supporting me?
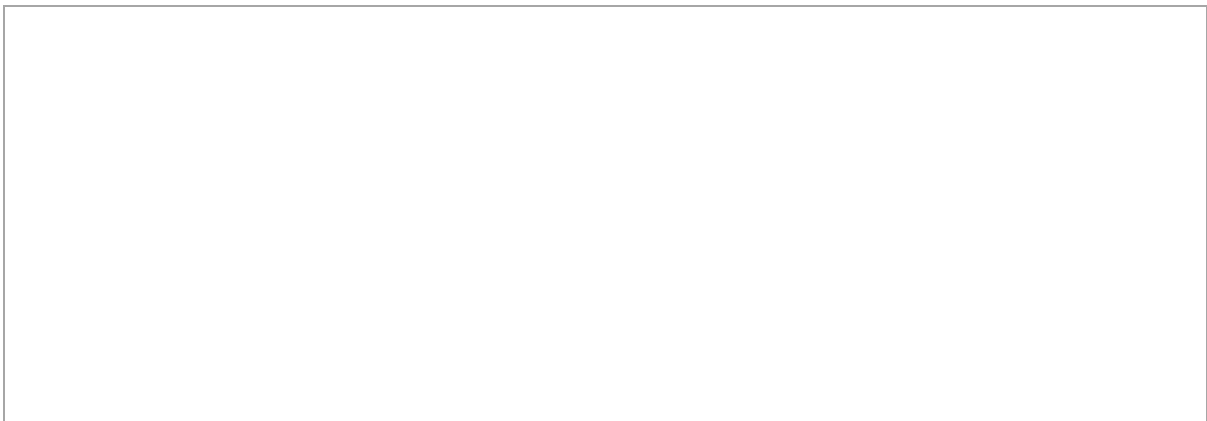
What am I actually asking them to do?

Do leaders at all levels understand their role in enabling change?

Are leaders held accountable for delivering this change?

What is the organisational track record for supporting change?

Leadership support then flows into "Walking the talk..."

Change Success 5

Walking the talk

When it isn't done well

A business commits to a leadership development program. The aim of the program is to significantly improve leader behaviour and skills to meet future challenges, and by doing so, change the culture of the business. The catalyst for the change was poor feedback on leaders in a number of surveys of the business. This program is extensive and involves all levels of leadership split into three programs – Senior Leaders, Middle Managers and Team Leaders. The three programs are similar in content, but pitched at different levels.

The leaders are assessed using key psychometrics, and receive comprehensive feedback on their skills, behaviours and competencies. The program begins well, the feedback on the content and delivery is good, and

things are looking positive. However, after a year or so feedback starts to creep in that people are not seeing the leaders change. In the team leader program, the participants start voicing concerns, asking the facilitator "Has my manager done this module? Well, I don't see him actually using any of this."

Next time a business wide survey is done, leadership scores plummet further. People are becoming openly critical of leaders not "walking the talk". It seems that as people are more educated about what leadership should look like, they are more aware that the leaders are simply not doing it. Some individual leaders make significant changes and benefit greatly, but there is no measurable culture shift. After several years, the leadership program is cancelled without delivering the envisaged benefits.

Clearly the problem here is that the leaders did not make changes to their behaviour. The organisation committed to a change program, but didn't follow through with leadership accountability. Many years ago, I was an end user in the roll out of a new computer system to all employees.

Some senior leaders refused to use it, and openly admitted that to others. I am ashamed to admit that although I used it, I complained about it. I felt that I had complied by using the system, and ensuring that my team did too, but I didn't have to like it. On reflection, as a senior leader, my behaviour was pretty poor. At the time I felt justified because I hadn't been "sold on the change" and "my manager isn't using it", but in reality I was being unsupportive of a business initiative that people were working very hard to implement. Ouch!

An emergency services organisation embarks on a culture and behaviour change program. The program starts with the CEO and his direct reports – they spend time understanding the theory, receiving feedback, and getting their diagnostic results. A good part of their time together is spent discussing how they will demonstrate changes in their behaviour to the business, what that will look like, and how they will know they are successful. Initially they commit to the program just for themselves, but when they realise just how valuable it has been, they invest in the other levels of leadership. They commit to both programs and regular individual coaching in recognition that everyone will need support to change.

Slowly, but surely, the change gathers momentum. During a coaching session one of the Executive remarks "We are working so much better as a team now. It feels like the egos have left the room and we are genuine about working effectively together. You know, I really feel like we are a real team, not a bunch of people with conflicting priorities and agendas."

Each of the Executive tells stories about how they are coaching and supporting the other layers of management and rewarding the behaviour they want. "I was pretty sceptical at the start of all this," comments Dean. "I'm close to retirement and I thought there was no point. But I see now that there are so many benefits in the rest of my life outside work, even my wife reckons I've changed! And I love hearing the stories from my guys about the difference their behaviour changes are making for them".

The team is excited about seeing the shifts in culture even as early as the six month mark. It's a fantastic effort in a relatively short period of time.

Changing yourself is where to start.

Think about the change you are implementing and consider what you need to do differently to demonstrate change, then what you need other leaders to do. Do you need them to use the new system, to change their behaviour, to learn new skills? It flows on from the leadership support phase – now they have bought in, it's time to prove it with action.

Are the leaders in the business "walking the talk"?

How do I know this? What evidence do I have?

If not, what action do they need to take to demonstrate support for the change?

What is my plan for managing this?

Change Success 6

Communicate, communicate, communicate...

...then do it some more and keep checking that people understand the messages.

When it isn't done well

The change team at a large educational institution is working on a business transformation project. They have a communication plan that involves monthly newsletters to the staff, a web site, and regular updates from the managers to their teams. From their perspective, communication is occurring regularly. When out and about in the business however, the staff are saying things like "my manager is telling us absolutely nothing", "I think there is a web site somewhere, but I am not sure," and "I read the newsletter a couple of times, but I haven't been getting it lately." One of the managers had even sent an email to her team stating "the business transformation means that everyone's job is at risk and I suggest you all start looking for other options." Out in the business, it seems that communication is poor, non-existent or once off. The change team is staggered by this feedback.

There are a couple of issues at play here. Firstly, the communications plan is relying on managers rolling out presentations and information to staff. This is absolutely the best way to communicate change, but the managers need to be committed to the change, understand it, and have the skills to communicate it well to bring the team on the journey.

Secondly, there is no feedback loop, no checks and accountability to see that managers are communicating (and what they are saying). There is no plan for testing the audience's understanding of the messages.

When it is done well

Mark is a change and communications specialist working on a significant business change. He develops a communication strategy and plans for sign off by the Executive and prepares multi-channel communication material, including present-ations for the managers to use when speaking to their teams. Mark understands that managers have a lot on their plates, some are not skilled communicators and that there has historically been no accountability for them to roll out communications. They are used to getting comms packs and choosing if, when and how to pass the messages on.

Mark is very much aware that the success of the change is dependent on business acceptance, so he meets with the senior managers and their team leaders in small groups. He spends time coaching the team leaders in the messages, and allowing them to tailor the slides to suit their individual team circumstances.

The team leaders go forth, skilled up and with a message they are

comfortable selling. Mark notes in his comms plan when each team leader is presenting to his or her team, and engages the senior managers to call their team leaders beforehand to encourage them, and provide any last minute support. Mark asks the senior managers to call again after the session to see how it went and get the feel from the team leader about how the message was received. "It was really good being able to workshop the slides first. It meant that I understood what I needed to say, but also that the presentation was changed so it suited my guys. I think it went really well." – Brad, Team Leader.

Mark works with the CEO to ensure that her messages are consistent, and tactfully suggests changes. He spends a considerable amount of time out in the business asking questions, and checking in with people to test their understanding and commitment. Every comms piece that goes out is followed up to ensure it was effective. Mark uses metrics to track the reach and engagement and reports on those metrics to the Executive team.

So, as a leader, what should you be doing about communication?

You will need to communicate change WAY more than you think.

People pay attention to what the leaders are paying attention to, so use every opportunity to talk about the change.

You should ensure that your direct reports are clear about the messages and clear about your expectation that the communication occurs in a timely and engaging manner.

You may need to work with them to make sure they are comfortable with rolling out the communications, and you may need to attend their team meetings to support them.

Do not do it for them. As leaders, they too need to be visibly demonstrating support for the changes. If you do the presentation for the team leader, it lets them off the accountability hook. It looks like YOUR change not OUR change.

Check with your people. Ask questions, talk to them, and get around the business testing the messages.

Have I got a clear communications plan, including channels, dates and measures?

How am I going to ensure that my direct reports are delivering the message? What is my plan for managing this?

How am I going to know that the message is being understood by my people?

Do I have feedback loops, so I am gathering input from the frontline?

Change Success 7

Understand the impact on people, and show you care

Employees are not involved, so the change is done to them. Leaders don't understand the impact of change on people, and worse still they don't seem to care, so trust is eroded fast.

When it isn't done well

A medium sized business is facing a challenging future. The leaders engage a business process consultancy to work on restructuring – or "right sizing" as they refer to it. The consultants do some bench-marking and determine that the right size for the customer sales centre is 120 people. The problem is that the business currently employs 213 people in the sales centre.

The employees are called to a meeting where the Managing Director speaks frankly about needing to shed jobs, and about his vision for having people with the right attitudes. "Either you are on the bus, or we will roll right over you!" he finishes with a dramatic flourish. Then the HR manager takes over, announcing that he is about to reveal the new organisational structure. "If you see

your name in the structure you have a role. If you don't, we will meet with you individually over the next week to discuss options." As the organisational chart comes up on the screen there are muffled intakes of breath as the employees struggle to read it, frantically looking for their names.

Gradually the room empties. Going back to their desks, people are shocked, angry, and distressed. There is guilt from people who have jobs, and denial, anger and grief from those who missed out. Seeking out a trusted senior leader in another part of the business, Geoff and Marie speak about how difficult it was to keep a poker face, because they didn't want to demonstrate the "wrong attitude" in front of the leaders. The clear message everyone took from the meeting was that people are expendable.

There are a number of problems in this example. There was no consultation with the business in deciding the "right number" of staff required. This sent a strong message from the beginning that employees were going to have change done to them, and not have the opportunity to be involved. There was no consideration of the likely emotional reactions of people, and it seems the plan was to scare people into suppressing emotions with the speech

about being on the bus or getting run over. Announcing job losses via slideshow was clumsy at best.

While there is no perfect way to let people know their jobs are on the line, let's now consider another example.

When it is done well

A consulting business is forced, by changing market requirements, to shed 1/3 of its workforce. An entire division is closing down and around 70 people are no longer required. The HR manager, Naomi, works tirelessly to create the best situation for the staff involved. Communication across the business is good, and everyone is already aware that things will need to change drastically for the company to remain viable.

The staff of the division involved know that they have been bleeding money, and have been actively involved in working to solve the problems. When the time comes, they are not surprised at the announcement of a restructure, in fact they know it is an inevitable last resort.

Naomi and her team set up an internal support team to manage the impacted people. Everyone has an individual meeting with Naomi and their line manager to discuss options. Each person is given full access to resources to assist them in finding other positions both internally and externally to the business. The support team ring around all their contacts in similar fields, clients and competitors, and sound them out for vacant positions and contracting opportunities, which are then advertised to the redundant staff.

At the end of this process, all but 3 of the surplus people have found roles. Staff who left gave feedback like "I felt so incredibly supported and respected through the process. I don't think that it could have been handled any better." Sound unbelievable? It's a true story.

So what can you do?

LISTEN, without judgement or defensiveness. You need to make it safe for people to give you feedback about the change: what the impact is on them; how they are feeling about the change. You need to hear everything, not just what people think you want them to say.

If the culture of your business means that people won't tell you what is happening, engage an independent third party to gather feedback for you. A good facilitator should be able to connect with people and draw out the issues.

Understand and prepare for people to get emotional – it will happen.

When change impacts people, even small changes can create significant emotions. People will be in denial, angry, sad, withdrawn, questioning, accepting and even enthusiastic. There are no right or wrong emotional states during a change.

Accept the reality and importance of losses and acknowledge the losses openly, and sympathetically. Talk about the experience, actions and feelings; be reassuring, patient and provide support and encouragement; stay visible and present.

It is often tempting to avoid people because their emotions are difficult and challenging to deal with, but people need to know that leaders care.

Identify and celebrate small successes, identify resources, provide knowledge, skill training, examples, models and work on building self-esteem and confidence.

Have I thought about my team and how they are likely to feel about the change?

Have I involved people as much as I can in developing their own future?

How am I going to deal with the emotions of myself and others?

What coaching techniques can I use to help people manage their emotional states?

What support do I need?

Change Success 8

Stay focused until the end

The change is not bedded down because leaders turn their attention to other things too early. I call it "Leadership ADHD".

When it isn't done well

A large business comes to realise that the culture of the business is undermining delivery of business objectives, and it has to change. A business wide project is set up to manage a comprehensive culture change plan. Year one goes well – the desired new culture is defined, the existing culture measured, gaps are analysed, and a multi-faceted plan put in place. All the leaders go through a culture change leadership program, to equip them with the skills and mindsets to lead, and role model the desired culture. So far, so good. Year two starts with a review of learnings from year one, and a celebration of achievements so far. In year two the focus will be on systems, policies and processes. However, this year, the project team are struggling. Leaders seem disinterested; the team starts to get the brushoff from Senior Managers. The Executive have stopped inviting the project manager to present monthly status updates. When issues start to crop up and are flagged in the weekly report, there is no feedback, or action. Finally, frustrated, the project manager leaves for another role. "I just couldn't get anyone to care anymore!"

What has gone wrong? Simply, the leadership team have shifted focus. Things were going well in year one, and the project seemed to become business as usual; but as soon as leaders stopped paying attention, the project stalled.

A medium sized, Government business starts the process of culture change. They too, determine desired culture, measure existing culture and work on a culture development plan. The executive makes the culture change plan their top priority. Culture is discussed at every executive meeting; the CEO holds his team accountable for making personal change and asks for updates on the progress in their business units.

As the months go by, the change accelerates as more leaders go through development programs and coaching. After two years, the project continues to gather momentum and the business excitedly awaits the results of their first retest survey – everyone is keen to see just how much change has been achieved. Rebecca, the HR manager and project manager for the change plan, sums it up thus: "The support from the exec has been fantastic. I have to admit, I was worried we wouldn't stay the course. I have seen initiatives fail here because everyone lost interest, but the culture change program is still top of mind for the whole business. It's great to feel so supported and I have no doubt we will see a much improved survey result this time!"

So what has been the key difference between these case studies? The focus from the executive. In the second case, they refused to be sidetracked from their mission.

Keep the change top of mind and counter ADHD by bedding it into business systems and processes

1. Alter systems, structures, policies and procedures that undermine the change vision – get rid of obstacles to change.
2. Ensure that individual and business performance measures support the change.
3. Build reward and recognition systems that reinforce and embed the change.
4. Build in business performance reporting to track benefits realisation.
5. Reinvigorate the process with new themes and communications.
6. Look for ways to maintain urgency and momentum.
7. Find ways to keep the changes visible.
8. Recognise and reward employees involved in improvements.
9. Articulate the connections between the new behaviours and the business strategy.
10. Track business measures and report on benefits realisation plan.
11. Develop the means to ensure ongoing leadership support.
12. Confirm and deploy post implementation support and issues management processes.
13. Conduct a post implementation review and identify lessons learned.

Have we given people the resources to adopt change?

Are there areas we can continue to improve as we move forward?

Have we tracked the right metrics and measured employee feedback?

Are senior managers modelling and encouraging the right behaviours?

Have we made changes to accountabilities, roles and reporting lines to support the change?

Have we shown the lasting impact of the change?

Have we linked performance improvements to the change?

Has the change successfully achieved its goals?

Is the change bedded down in business as usual?

Have we celebrated success?

So, there you have the eight key reasons that change is derailed, and how you can avoid that outcome.

After reading this ebook, you should be thinking differently about change. You now have the tips and actions to turn your potential Change Fails into

Change Successes!

All the best,

Ros Cardinal

Managing Director, Shaping Change

About Ros

When she was growing up, Ros wanted to be a vet or a scientist, but her fascination with human behaviour and neuroscience led her to a career in organisational development, specialising in improving business outcomes by developing individuals, teams and organisations.

After more than 20 years in corporate human resources and organisational development roles, a successful battle with cancer gave Ros the nudge to take her passion for transforming leaders and helping individuals and organisations cope with change in a new direction.

Leaving her senior corporate role in 2012, Ros established her consulting business, Shaping Change, to achieve her goals.

Ros is a solution and results oriented facilitator, with expertise spanning strategic planning, leadership development, organisational culture, change management, emotional intelligence and employee engagement.

She is also a talented executive and leadership coach, with current coaching clients at executive and senior levels in Government agencies, private enterprise and the community sector.

Ros is a blogger and the author of *The Resilient Employee*. In addition, she contributes regular articles to *Leaders in Heels*, *The Huffington Post* and *People Development* magazine.

shaping change
RELEASING TRUE POTENTIAL