

Leading Change

*The 8 step practical approach to
improving your Enterprise*



*Everything Flows and
Nothing Stays*

Heraclitus (c 535 - c475) BC
Greek Philosopher

Leading Change

In the current economic climate business leaders are now faced with the challenges of widespread transformation in their Enterprises. After trying an endless array of quick fixes and other panaceas, executives struggling to stay in business in a rapidly changing world are finding it necessary to consider more fundamental reasons for their lack of success.

At 'Leading Change' we recognise these challenges and can complement and guide your organisation with the use of an eight step framework. This Framework is defined by John Kotter, Harvard University Professor and the world's leading Authority on organisational change, and can be followed by executives of all levels. The Framework now offers a practical approach to an organised means of leading, not managing, change.

As a certified partner of "Leading Bold Change", our core competence is delivering world-class "change leadership" education and consultancy to small and medium sized organisations.

We work with individuals or groups of executives and managers to create the results they most desire for themselves and their organisations.

Why Organisations Fail

From our experience of watching many companies try to remake themselves into better corporations, these efforts were initiated for many reasons: total quality management, reengineering, right sizing, restructuring, cultural change and turnaround.

Regardless of what the process was called, the goal was essentially the same. They all wanted to make fundamental changes in how the business was run to better cope with the changing market. While a few were successful and a few were failures, most fell somewhere in the middle, with a concentration at the lower end of the scale



We drew two conclusions and then identified eight errors organizations make. The first observation was that the change process is a combination of several phases that take a considerable length of time. Skipping steps may seem faster, but compromises the end result. Second, we observed that critical mistakes in any of the steps could slow the progress of the project and undo previous gains.

Error #1: Not establishing a great enough sense of urgency.

Getting a transformation program started requires the aggressive cooperation of many people. We estimate that well over 50 percent of the companies fail in step 1.

Error #2: Not creating a powerful enough guiding coalition.

Large processes often start with one or two people, but in successful cases the leadership coalition continued to grow over time.

Error #3: Lacking a vision.

In unsuccessful cases, the leadership team failed to develop a picture of the future that is relatively easy to communicate and is attractive to insiders and others.

Error #4: Under communicating the vision by a factor of 10/100 or 1000.

In unsuccessful projects, the leaders failed to use all existing channels and every opportunity to communicate the vision to their people.

Error #5: Not removing obstacles to the new vision.

All obstacles are not obvious from the beginning. The process of removing them is an ongoing one.

Error #6: Not systematically planning for and creating short-term wins.

Real transformation takes time and a renewal effort loses momentum if there are no short-term goals to meet and celebrate.

Error #7: Declaring victory too soon. Premature victory celebrations kill momentum before the process is actually finished.

Error #8: Not anchoring changes in the corporation's culture.

Change isn't permanent until it becomes "the way we do things around here". The changes are likely to be abandoned when the pressure for change is removed.

Avoiding Failure, The Eight Step Framework

John Kotter who is widely regarded as the world's foremost authority on leadership and change, has made it his business to study both success and failure in change initiatives in business.

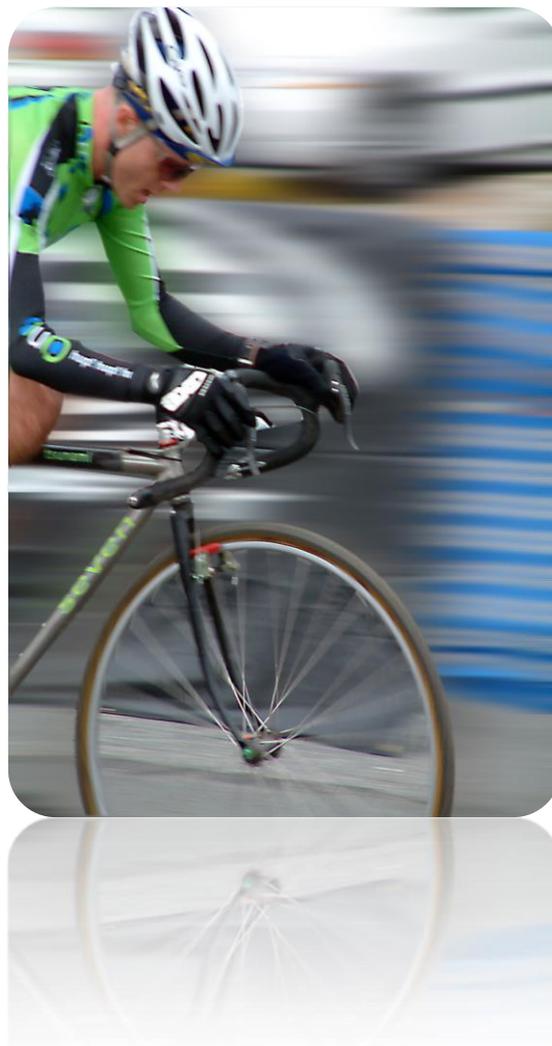
The most general lesson to be learned from the more successful cases is that the change process goes through a series of phases that, in total, usually require a considerable length of time.

Skipping steps creates only the illusion of speed and never produces satisfactory results. Making critical mistakes in any of the phases can have a devastating impact, slowing momentum and negating hard-won gains.

It is therefore critical that the eight step framework is not only understood, but followed in such a way that each step is completed before the next step starts.

With the complexity of change, multiple sub projects can exist and each is at a different stage in the 8 step process within the overall program which again has its own unique stage.

The next section details the key benefits and what you will learn from the leading change approach.



Key benefits of the Leading Change Approach

1. Create a Sense of Urgency around needed changes
2. Identify team member traits and characteristics needed to assemble Leadership Teams capable of guiding change efforts effectively
3. Create a vision of the future that is compelling and helps people focus on the benefits of change
4. Develop communications plans and key messages that generate buy-in to your vision of the change
5. Identify and remove obstacles that prevent people from taking action
6. Create and celebrate consistent small wins to sustain momentum for change
7. Know when it's time to push harder for more change
8. Develop strategies for instilling a new culture based upon new ways of doing things.
9. Instill and develop leadership for change, amongst others on your team and across the organization.



Our Engagement Model is very simply.

- We meet with a senior person in your organization, to discuss the need for change and your change program. This is usually the MD, CEO, Owner or Senior Board Member.
- We then do a change assessment and ask questions relating to the change, this aides a common understanding between all parties.
- Alongside this we perform an urgency diagnostic, which identifies the level of urgency in the organisation
- If both parties deem the approach good, we discuss the engagement which results in an initial 1 day program overview and either step by step training as we go through the 8 steps
- This is followed by a short 2 day interactive workshop.
- We then monitor progress either on-site or remotely to ensure the change process is meeting the agreed expectations. We do this using on-line collaboration tools and face to face meetings to ensure the change effort status is communicated to all.
- The use of this technology allows for a significantly Lower Cost of Ownership in the change process, usually 50/60% lower than traditional consulting engagements

For Further Information visit our website at
www.capablecore.com

Or email us for further information at
Info@capablecore.com