

Sponsoring effective change

The potential of celebrating small successes...

Rebalancing of the economy and industries requires a significant amount of change. The most challenging problems are concerned with people and not with structures and things. The quality of the relationships and the quality of thinking that impacts upon the change will decide the quality of the outcome of the change.

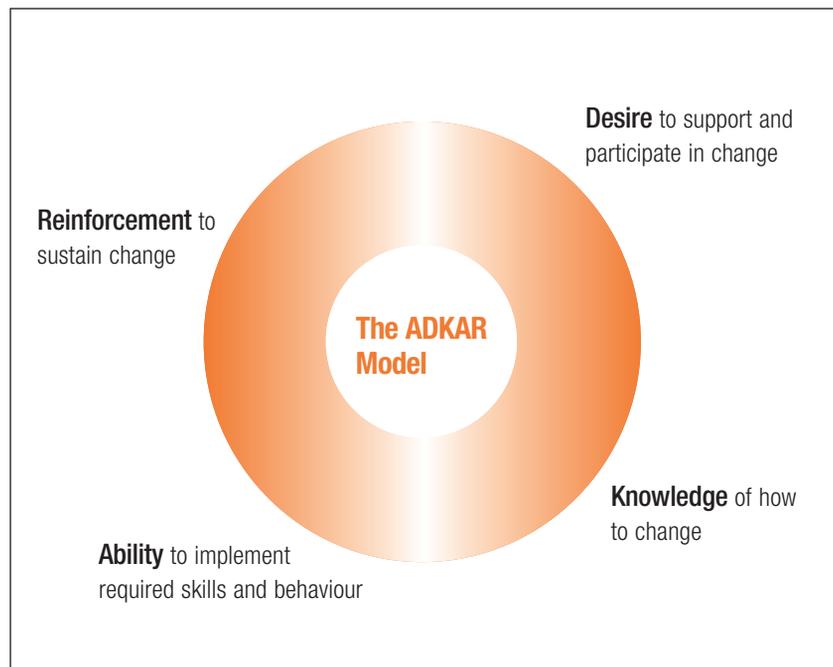
'When changes are new and when the difficulties of changing are at the greatest height, opportunities present themselves for celebration.'

There are a myriad of change management approaches within the realm of change management. Most of these approaches are focused on activities to manage change; including assessments, creating plans for the change, communications and coaching. Focused, quality thinking on the desired outcome of the change results in better outcomes.

What is the desired outcome for the change?

Beacon Organisational Development's approach to change is to focus on the ADKAR model with five building blocks for change: awareness, desire, knowledge, ability and reinforcement.

Communication is commonly cited as an essential element for managing change. The purpose of the communication is to build awareness of the need for change and share with staff why the change is happening. Staff are nearly always preoccupied with a need to understand why the change is happening and the risk of not changing. This leads to awareness



so that the way awareness is handled makes significant difference.

Emotionally intelligent leaders are aware of the feelings of staff and the impact of emotions on personal opinions, attitudes and judgements. Emotionally intelligent leaders meet the human need of people needing to know 'why?'. When change is required, staff will invariably pose the following questions:

- Why is this change necessary?
- Why is this change happening now?
- What is wrong with what we are currently doing?
- What will happen if the change fails? Or if we don't change?

Are business leaders providing the compelling reasons for the change with sufficient emphasis on the risks of not changing?

Building awareness of the need for change requires the following components to be addressed:

- What is the nature of the change and how does the change align with the vision for the organisation?
- Why is the change being made?
- What are the risks of not changing?
- What is in it for me (WIIFM)?
- An impact analysis of the change.

Emotionally intelligent leaders have a knack of establishing and maintaining credible, mutually-satisfying relationship, characterised by positive expectations.

The importance of credible relationships cannot be overstated because staff and stakeholder awareness of change depends on multiple factors such as:

- Their view of the current state;
- How they perceive the problem;
- The credibility of the leader;
- Access to misinformation or rumours;
- Contestability of the reasons for change.

Beacon Organisational Development recognises that there is a difference between awareness and desire

It is often assumed by business leaders that by building awareness of the need for change they have also created desire and as a result there is surprise that there is resistance to change. Emotionally intelligent leaders have the capacity to understand other people's feelings and thoughts. They listen well and take account of the perception of others.

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Beacon Organisational Development gives attention to four factors that contribute to an individual or staff desire to change:

- The nature of the change (what the change is and the impact it will have;

- The economic, political, social, technological and environmental context of the change;
- The staff personnel situation – mobility, financial security, career aspiration, personal events and past successes within the organisation;
- What motivates staff – what drives each of us to change is unique and falls along a broad spectrum of motivators. Personal motivation includes what we value and our internal belief of what we can or cannot achieve.

When the awareness of the need for change is broadly achieved and the desire to participate and support the change is established, knowledge is the next building block for realising the change. Knowledge includes:

- Training and education on the skills and behaviours needed to change;
- Understanding of new roles and responsibilities associated with the change;
- Detailed information on how to use new processes, system and technologies.

Beacon Organisational Development addresses the blocks to change

Several factors can impact on staff ability to implement change, including:

- Psychological blocks;
- Physical limitations;
- Intellectual capacity;
- The time available to develop new skills;
- Inadequate personal development;
- The availability of resources to support the development of new abilities – often this element is overlooked. The process of developing new skills and abilities is enhanced by the presence of support structure for staff.

Accountability for continued performance is one of the strongest forms of reinforcement

Change is reinforced when recognition and rewards are meaningful to staff. Many project teams overlook the potential of celebrating small successes. When changes are new and when the difficulties of changing are at the greatest height, opportunities present themselves for celebration. If peer pressure is opposing the change, the resulting negative consequences become a barrier to change.

The ADKAR Model	Beacon's Personal Development to underpin the outcomes of change
A Awareness of the need for change	Emotional Intelligence leadership competencies.
D Desire to support and participate in the change	Personal review – What is happening within my personal inner environment to facilitate the change? If I understand the need for change, am I willing to change?
K Knowledge of how to change	What are my team role and partnership skills? How am I linking with others? Are roles and responsibilities clearly outlined and understood?
A Ability to implement required skills and behaviour	Coaching to achieve performance outcomes.
R Reinforcement to sustain the change	Reviewing what constitutes success. Personal and professional appraisal. Personal resilience, change mastery and staying power.



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