

Managing Change Workshops

Ever wondered why an investment in IT did not deliver what was promised?

Successful approaches to implementing change: The Futurestate approach:

Successful implementation of change relies on robust processes and great leadership. Without both change invariably fails to yield its initial promise. Most technical proposals have excellent change processes and project plans. However the chief reason for failure occurs at the interface with people. Employees have insufficient engagement in the process. As a result they become the barrier to a 'fully' successful implementation.

John Kotter is a leading expert in the field of change management. In his seminal work, 'The Heart of Change' he identified eight stages required to successfully engage people in the change process. These are sequential in nature. Quite often change fails because organisations fail to begin at stage 1. They attempt to short circuit the process. Successful change is dependent on good leadership (dealing with people) and good management (dealing with processes).

Briefly the eight steps are;

- **Establishing a sense of urgency**
- **Creating a guiding coalition**
- **Developing a vision**
- **Communicating the Change Vision**
- **Empowering broad based action**
- **Generation of short term wins**
- **Consolidating gains and making more changes**
- **Anchoring the new approach in the culture**

Read on to learn more about these steps.

Contact us to discuss how we can help support your change programmes and initiatives. We will tailor a package of training, coaching and support to ensure that your team will embrace change and move forward, achieving personal, team and organisational goals.

Andy Burrows



Andy Burrows



Having designed and delivered Leadership Programmes to over 750 executives over the years, Andy is qualified and licensed to use a range of world leading management and talent development tools. He is a proven coach to Managing Directors and board level executives across a vast array of client sectors.

Ian Fraser



With over 20 years of experience managing the delivery of IT Services at board level, Ian has a wealth of knowledge to offer. He is ITIL Certified and is also a PRINCE2 Practitioner. He prides himself in delivering the best possible services with the best solution.



1. Establishing a sense of urgency

People need to recognise why the change is important. More than this they need to feel impatient to make the change. Leaders need to be adept at initiating these strong feelings. Sometimes it takes the shape of a crisis, an opportunity or competitive threat.

Futurestate can help formulate approaches that help leaders elicit the sense of urgency required to fuel change.

2. Creating a guiding coalition

Frequently, insufficient time, planning and consideration is made on establishing a core team who are to be charged with leading the change. Futurestate can assist in assembling a high performing team with enough power and influence to lead the change.

3. Developing a vision

A great vision communicates the end state and the 'what's in it' for all stakeholders,. It provides a reason and a motivation. Most organizations under communicate their visions – relying on meaningless communications stuck on the reception wall.

Futurestate can help deliver a vision that is;

- imaginable – conveying a meaningful picture
- desirable – appealing to all stakeholders
- feasible realistic and attainable
- focused – clear providing guidance for decision making
- flexible – to allow for alternative responses to changing conditions
- communicable – explainable in 1 minute.

"Company cultures are like country cultures. Never try to change one. Try, instead, to work with what you've got." "Peter F. Drucker.

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4. Communicating the change vision

Marketing is required to ensure any product or service is sold. The same is true of the vision. Leaders need to use a wide variety of methods to constantly explain vision. Under communication of vision has been identified as a major cause of failure in change initiatives. Each leader must find ways to communicate the vision every working day. Futurestate can help leaders to do this.

5. Empowering broad based action

Without involvement there is no commitment. Broad based action must be encouraged. This can be achieved through workshops, communication sessions, micro projects and target setting. It is vital to remove obstacles, change systems and structures that undermine vision and encourage non traditional ideas, activities and actions that support the new direction.

Futurestate can help encourage broad based action through facilitated events.

6. Generation of short term wins

The project plan must contain short term milestones which tell people –'this is working' and 'this is really happening'. There is also a need to recognise and reward the people who make the wins possible

7. Consolidating gains and making more change

Corporate memories tend to be very deeply etched in psyche of employees. The way to prevent going back to the old ways is to follow change with more change. This is not change for change sake, but more a recognition that, 'we are in a dynamic environment and we need to keep evolving to match'. Good leaders will use credibility they have gained to carry on and change all systems, structure and policies that don't fit transformation vision

They will also hire and promote new people to implement change and continually introduce new projects.

8. Anchoring new approaches in the culture

Measurement is important in order to answer the question, 'what have we got out of this?' Measurement provides evidence. Evidence provides the anchor and signal that we are doing the right thing. Old ways cannot be allowed to 'sneak back in' and undermine a new culture. Leaders have a key (and very challenging) role in ensuring old ways are not tolerated and that behaviours incompatible with the vision are extinguished in whatever is the most appropriate manner. Futurestate can support leaders through coaching to provide the confidence and determination to ensure stage 8 is completed.