Start

Assess · Design · Motivate · Influence · Unfreeze · Coordinate · Coach · Empower · Author · Celebrate · Reflect · Evaluate

Plan · Organise · Deliver · Sustain

CHANGE
LEADERSHIP

Richard Hemsworth

SANDAR

realising change

The Change Leadership Compass

Change Leadership empowers teams to acheive excellence, driving outstanding results and providing the means to strategic transformation.

- Richard Hemsworth

PHASE	ACTIVITY		CONSIDERATIONS
PLAN	Evaluate	Evaluate the change	• Context: Environment, history, culture, previous changes • Impact of change, examine significance
	Assess	Assess the change environment	• Assess the expected scale & cultural impact • Assess the requirements, analyse the culture • Analyse success metrics
	Design	Design the message for change	• Develop the key messages • Information styles • Vision and goal alignment
ORGANISE	Motivate	Motivate your team	• Motivate through values, create purpose • Mobilise resources /communicate goals
	Influence	Influence change	• Role model and influence change, lead by example • Establish champions, advocates and early adopters
	Unfreeze	'Unfreeze' and sponsor action	• Create sense of urgency, plant early wins • Deal with states of mind • Target specific approaches, sponsor action • Identify points of inertia / address resistance
DELIVER	Coordinate	Coordinate change readiness and commitment	• Change readiness assessment, measure commitment • Support teams and roles /gain commitment
	Coach	Coach to develop capability	• Coach with G.R.O.W. (Goal, current Reality, Options or Obtacles, Will or Way forward), develop capability • Why? What? How? What else? (motivate, train, coach, explore)
	Empower	Empower and enable change	• Enable behaviours (innovation, risk appetite), engage people • Proceduralise accountability (formalise delegations) • Enable responsibility, remove obstacles
SUSTAIN	Anchor	Anchor change and sustain behaviour	• Anchor and sustain change • Repeat and reward acceptable behaviours
	Celebrate	Celebrate and reward change	• Identify and discourage non-conformance • Celebrate and reward changed behaviours • Congratulate closure
	Reflect	Reflect and review the changes	• Reflect on leaders' change activities, review learnings • Measure success • Capture successes for the future

"Change is the only constant in life"

In today's business environment organisations are undergoing change constantly. Factors such as globalisation, rapidly evolving technology, growth opportunities and consumer behaviour all drive change.   Many organisations also have strong competitive pressures driving change. The speed of change is also increasing, so leaders need to be treating change as just part of their everyday business.

To remain competitive, organisations need to have leaders who have the ability to respond to the pace of change and the capability to lead the people though those changes.   Organisations that embark on transformational change understandably have high hopes.   Fixing broken processes, eliminating activities that don't add value, creating more fulfilling jobs, and delegating more power to the front line all hold out the promise of a better way of working and a more successful business.

Today's businesses rely on you as leaders to plan for change, prepare yourselves and your people to implement that change, and then deliver sustainable transformations so that the business can continue to be successful and profitable.

Purpose of guide

Sandar's Centre of Excellence believes in the capacity of leaders to grow and also in their ability to make a difference. Therefore, this guide provides the underlying knowledge, tools and tips for change leaders to grow their capability and lead transformation. The guide is a "how to" manual for leading change and helps you to

What is change leadership?

Change management and change leadership are often seen as synonymous; however, John P. Kotter (a Harvard University leading expert on change) has made a clear distinction between the two:

Change management: is a set of processes, tools and mechanisms that are put in place to help implement a new initiative or project.

Change leadership: is a set of skills for influencing and empowering people through communicating the vision and objectives, then coaching new behaviours to adopt and sustain that vision.

Our focus is on leading people through change. The true benefits of a transformation will only be realised when team members do things differently i.e. the new way is the only way we do things around here.

Research tells us that for sustainable change to occur, we need to capture the hearts and minds of our team members. If we do this, it encourages and enables them to embrace and commit to the new initiative.

For an initiative or project to be successful, it requires both change management and change leadership.

"A leader has the vision and conviction that a dream can be achieved. They inspire the power and energy to get it done"

The study of change has been a scholarly pursuit since the time of the Pharaohs. We have built on these change leadership theories and frameworks, adapted and developed them to meet create P.O.D.S. framework, and created this guide to help deliver sustained outcomes.

The change curve

The change curve model demonstrates the personal reactions to change by team members as they move through the cycle of change.

Morale and productivity are both impacted as people react to change. Your role in leading change is to support your team members through the various stages and gain their commitment to new practices and approaches as early as possible.
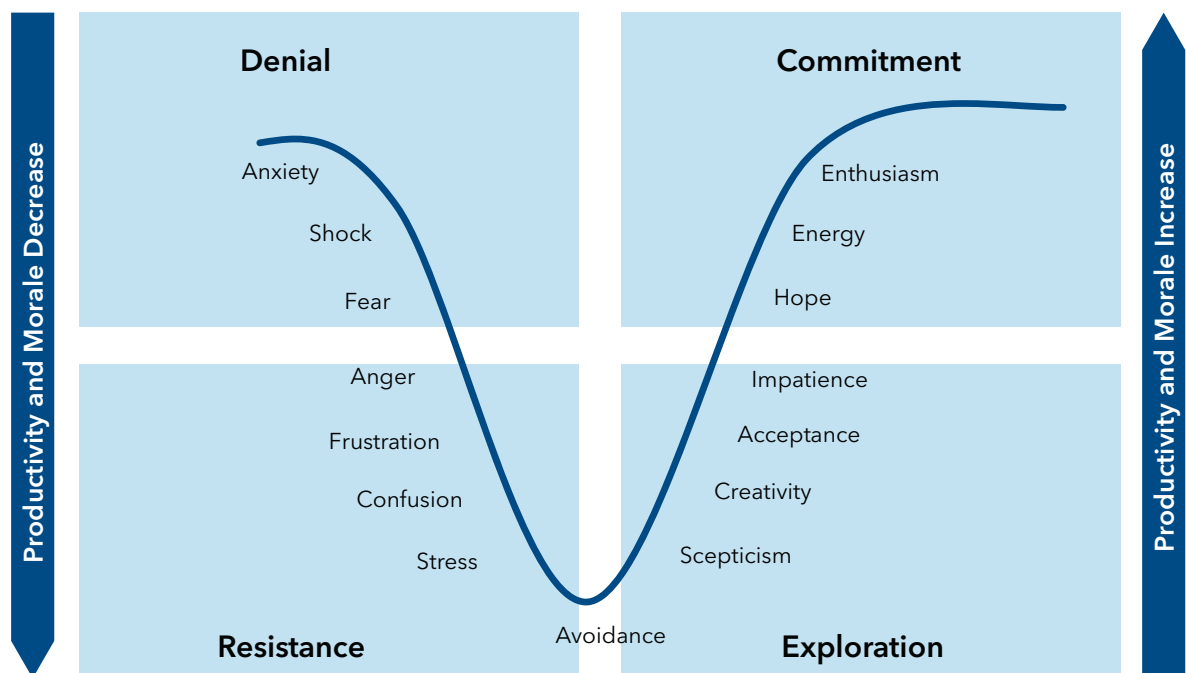

Figure 1 - The Change Cycle (After Kubler Ross et al)

Productivity and morale decrease as people deal with uncertainty. Highly emotional responses are possible in the denial and resistance phases. Leaders need to communicate the plan early to minimise uncertainty.

It is important to recognise that an 'advocate' for one change, may be a 'victim', 'bystander', or 'critic' for another.

Typical role responses to change

The four common responses to change are listed in the Figure 2 below and show how people's State of Mind is displayed as behaviours.

Roles in change	Definition	What behaviour do they display?
Victim	'The Victim' views change as a personal attack on them, their role, their job, or their area of responsibility. They view everything at a personal level based on how they perceive the change will directly and indirectly impact them.	• Tend to isolate themselves as they can't see a way forward in the change. • Feel powerless about what is happening. • Don't ask for assistance. • Language reflects a feeling of helplessness e.g. "Why me?" or "Why all this again?"
Bystander	'The Bystander' will not oppose the change nor will they proactively support the change. They will go with the flow in the hope that they can fly under the radar.	• Reluctant to get involved. • Waits for others to make decisions and take the lead. • They believe that if they ignore the change then it may go away.
Critic	'The Critic' opposes the change. They may openly criticise the change and/or may try to derail the change by influencing others.	• Vocal in questioning and challenging the change. • Provide many reasons why the change will not work. • Will use statements such as: "It didn't work last time, so why will it work this time?"
Advocate	'The Advocate' embraces change and will be committed to achieving success for the change initiative. They have a genuine sense of optimism around the change.	• Will consider the responses and reactions of others and ways to support them through the change. • Will ask direct questions around any aspects of the change that are concerning them. • Seek out the benefits of the change.

Figure 2 - Behaviours in Change

Accepting change is a subjective mental process that team members will go through as they progress through the change cycle. You can support your team by acknowledging the 'below the line' behaviours and encouraging them to take responsibility.
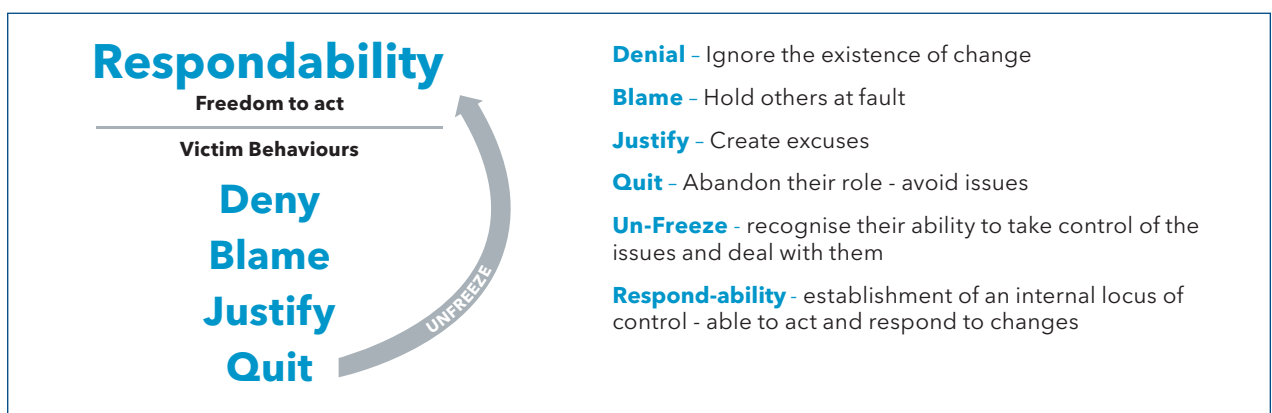

Respondability

Freedom to act

Victim Behaviours

Deny
Blame
Justify
Quit

UNFREEZE

Denial – Ignore the existence of change

Blame – Hold others at fault

Justify – Create excuses

Quit – Abandon their role - avoid issues

Un-Freeze - recognise their ability to take control of the issues and deal with them

Respond-ability - establishment of an internal locus of control - able to act and respond to changes

Figure 3 - Accepting Responsibility by being able to Respond

When appointing a change champion, do not think that the 'advocate' is always your best option. Choose the individual that has the most influence over the rest of the team, and focus on getting them on board with the change initiative.

Return on investment

Most organisations continually invest in projects and initiatives to improve the way they work. As an organisation we rely on our project teams and leaders to ensure that we achieve the benefits of each project and initiative.

The delivery of benefits is generally the responsibility of the business unit.   The project team makes a significant contribution by ensuring that team members are capable of, and committed to, employing the new way of working.

It is the project team's role to identify what people need to do differently to achieve the identified success measures, and ensure that these are understood and achieved by all stakeholders.

It is the role of the leader to motivate and empower their team members to undertake the new behaviours. The leader is accountable for measuring the key success measures during the implementation and assessing the benefits realised post-implementation.

If you are unsure of what needs to be done differently by you and your team, you need to seek clarity before implementation. Having a specific and detailed plan helps focus on achieving the desired change.

Leaders are accountable for specific key success measures. More information on measuring success is included in the Sustain Change section of this guide.
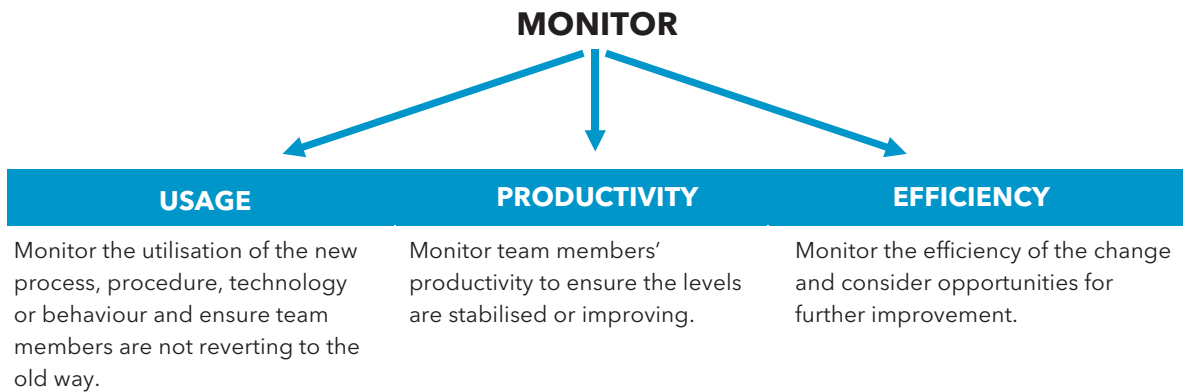
MONITOR

USAGE	PRODUCTIVITY	EFFICIENCY
Monitor the utilisation of the new process, procedure, technology or behaviour and ensure team members are not reverting to the old way.	Monitor team members' productivity to ensure the levels are stabilised or improving.	Monitor the efficiency of the change and consider opportunities for further improvement.

Figure 4 - Leaders' Success Measures Accountabilities

Provide regular feedback to your leader, the implementation managers in the business and the project team directly.

Strong leadership accelerates the adoption of change and ensures the benefits are realised sooner. Supervision allows you to catch people doing the right thing (congratulating them for their efforts), and also correct behaviours that don't match expectation.

EVALUATE THE CHANGE

"Things don't have to change the world to be important"
- (Steve Jobs)

The start of a change process always requires an environmental scan. Not to do so introduces vagaries of resourcing and an inability to set a direction. How do you know you are not already there?

To develop a plan requires a starting point and an end point.   So, whilst you may have an end in mind, it's good to know how far you have to travel and in what direction you need to go to get to your destination. Environmental scans look at the context for your change, the culture that you will need to negotiate or modify, the history of previous change initiatives, and the likely impact that this change will have on your people.

As a leader you need to have a clear understanding of your change environment. So, evaluate the context and the impact that the change will have. There are some key questions that you can ask to gain greater understanding in these areas.

Context of change

To understand the context of the change, think of your team and ask:
- What is the objective or goal of the change initiative?
- What are the givens? What do I know will change?
- What could happen (e.g. worst-case scenario) and how do we plan for it?
- Why are we doing this? How does this align with the organisational strategy?
- What are the options?
- What is and isn't working in the organisation?

Impact of change

To understand the impact of the change, ask:
- How radical (large) is the change?
- How fast does the change need to occur? Will it be a phased approach?
- How many people will be impacted by this change? Which roles, in particular, will be affected?
- What processes or procedures will change?

It is likely that when your team members find out about the change they will ask similar questions. By planning ahead you will be in a position to effectively answer their questions and position the change.

Your first activity in change leadership is to set a plan, know what you want to achieve; and be clear about why you are doing it. This lets you focus on the important things.
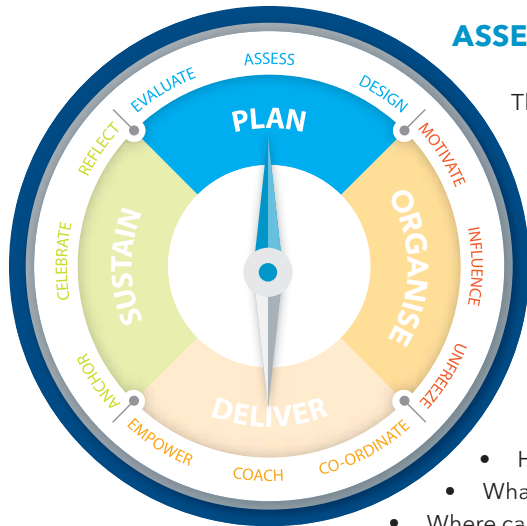
ASSESS THE CHANGE ENVIRONMENT

The existing team environment and change culture needs to be considered when planning for change. You have an in-depth knowledge of your team, including the role and functions performed, their individual values and motivators, and the amount of change that they have experienced.

How to analyse the existing change culture?

Answering these questions will help you to analyse the existing culture in responding to change:

- How much change have they recently experienced?
- Have they experienced a similar change previously?
- What is their perception of previous changes?
- Where can you expect resistance?
- What reward and recognition systems do we have in place to support this change?
- What level of change leadership do we have in the team?

Historical change

The change culture of a team or organisation is developed over time based on previous history and experience of change. Take the time to identify and discuss the success stories of similar change initiatives that have happened across the organisation. This will help to you to effectively plan and position the change.

- How did another change happen?
- What made a similar implementation successful?
- What can we learn?
- How did they respond to overcome challenges?
- What mistakes did they make and how can these be avoided?
- Is there a Lessons Learned or Innovations register that we can look at?

Change Readiness Surveys

Getting a base line of how your team is responding to the change initiative allows you to measure the progress as you progress through your project. It allows you to focus on particular groups or issues within the teams as you conduct follow up change readiness surveys. Change readiness surveys vary in approach and style. From a change leadership viewpoint, measuring where each of your team members are in the change cycle is a good marker of progress.

Sandar's Change Readiness survey template provides sample questions and tools to plug in the results and graphically view the results.

Scanning the organisational environment

Environmental scanning is one of the essential components of any business strategic plan; it is also a key activity in a change leader's skills, enabling him or her to consider how change(s) will impact his or her team, and what approach should be taken to lead a change. One model is PESTEL, which looks at the political, economic, socio-cultural, technological, environmental and legal factors that need to be dealt with in leading a change.

Regardless of how you consider the change environment, a solid understanding of your people and their past and current organisational environment will help you lead them through the change.

Spend some time doing research on similar changes within different organisations and industries.

DESIGN THE MESSAGE FOR CHANGE

Communicating change

A critical role in change leadership is communicating with team members so that they are aware of the required changes and know why the changes are required. Messages from immediate supervisors are far more impactful than those from other team members or the project team. Close supervisors should explain:

- Why the change is necessary
- What is changing and how it will impact the way they work
- The benefits of the changes (always broadcast on WII FM: 'What's In It For Me')
- The consequences of not changing

Leaders need to be open to new ways of communicating with team members, using all forums and opportunities available. The Sandar Chandelier of Communication is a good reference.

VISION AND ALIGNMENT

Creating a vision for the future change can inspire, motivate and engage team members. A vision can also create meaning and a sense of purpose uniting people towards a common goal.

Communicating the vision is the ability to articulate not only what the future will look like, but how it will feel, what team members will experience and what they will be doing in the future. The more detailed, rich and full-bodied the vision of the future, the more likely will be the buy-in.

Developing a vision does not have to be the responsibility of the leader alone, it can be done as part of a team approach; creating a shared vision can further engage team members and gain commitment of the change effort. Often the change elements can be presented as activities along a path towards the vision.

Team members will be more motivated to adopt a change when they can clearly see/feel/hear how the change aligns with the organisational strategy, their values, the group or team goals, and individual performance objectives.

Keep the vision clear, simple and easy for a broad audience to understand. You should be able to communicate the vision in less than a minute and it should appeal to both 'hearts' and 'minds'.

Ask the group the question: "How does this change align to our team goals and objectives?" Make sure the answers are heard by all the team members.

MOTIVATE YOUR TEAM

Motivation and values
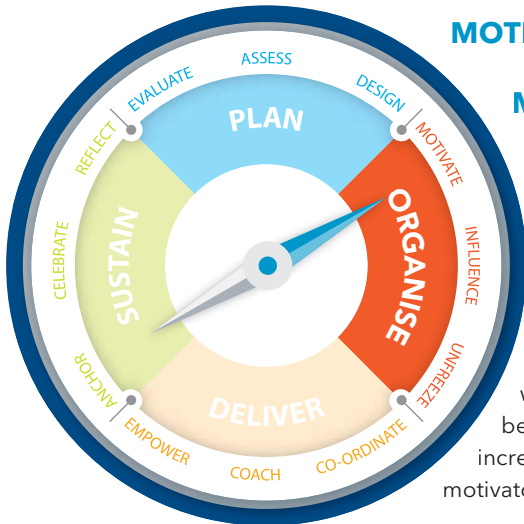
Values are the essence of who we are as human beings. Our values get us out of bed every morning, help us select the work we do, the company we keep, the relationships we build; and, ultimately, the groups and organisations we lead. Our values influence every decision and move we make, even to the point of how we choose to make our decisions.

People are motivated by different core values. Some respond to reward or power, whilst others find loyalty and rules most important; others respond best to teamwork, belonging or helping others. Recognising these motivational core values is key to increasing morale, productivity and employee retention. Knowing a team member's core motivators also allows you to work with your team to get buy-in to the changes.

You would recognise typical workplace motivators in these core values:

- Recognition for achievement (bonus or award certificates)
- Provision of training through interest in the job or industry
- Extra professional responsibility
- Career advancement
- Social activities with colleagues after work

Values influence workplace performance (that is, the results that a person achieves) . A team member's core values will often explain their individual behaviours in the workplace, as well as their underlying perceptions and beliefs. A team member's state of mind controls their behaviours and the results that they achieve. Engaging your team through their core values is often a faster way to a successful change.
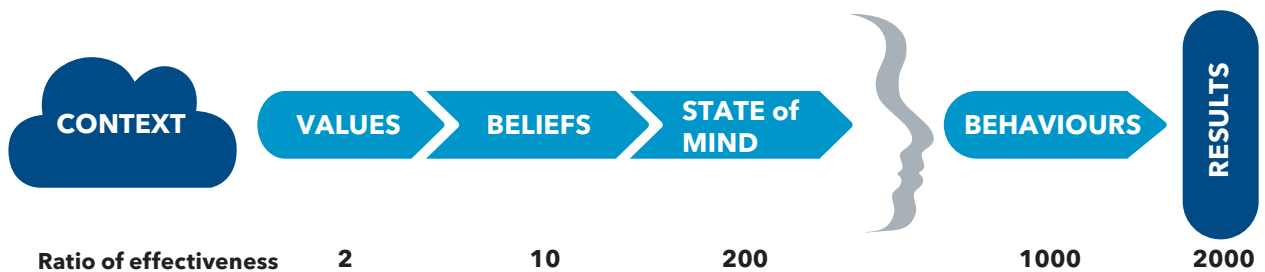

CONTEXT	**VALUES**	**BELIEFS**	**STATE of MIND**	**BEHAVIOURS**	**RESULTS**
Ratio of effectiveness	2	10	200	1000	2000

Figure 5 - Values to Actions Impact (after Robert Dilts)

When preparing your people for change, assessing their: state of mind, their core values, and the beliefs that influence it, will help you to influence their behaviours. You will also be in a better position to communicate, motivate and coach team members more effectively. Core values differ from the organisational values that help guide us in determining what is important in our business dealings.

As a leader, there is a far greater impact if you are able to visibly lead from your values, displaying those values that you believe in and that represent your character.

Living your values is one of the most powerful tools to lead, influence and motivate others. A worthwhile reference is: Harry M. Jansen Kraemer Jr., From Values to Action: The Four Principles of Values-Based Leadership, Jossey-Bass, April 2011.

Understanding your team member's personal core values will give you an insight into what makes them tick. Set goals based on the values in your teams.

INFLUENCE CHANGE

"Be the change that you want to see in the world"
- (Mahatma Ghandi)

Lead by example

Role modelling is an influential tool to demonstrate and pass on knowledge, skills and behaviours. You should not underestimate the level of impact and influence you have on your people. The immediate supervisor is the most important influencer in any workplace relationship.

The first step in role-modelling change is to make a personal commitment to the change to ensure that you will be advocating the change at every possible opportunity.

Team members will not just be looking for you to tell them 'what to do', but also to 'show them how to do it'. You need to role model the new behaviours in order to demonstrate your commitment to the change.

Champions, advocates and early adopters

Whilst all leaders should be seen to be the first advocates of change there are other critical roles in leading change:

Change Sponsor	A senior leader who is ultimately responsible for the success of the change within the organisation.
Change Agent	A business leader or partner who is responsible for supporting the delivery and implementation of the change.
Champion or Advocate	A team member nominated by the leader to actively demonstrate support for the change and influence peers to commit to the change.
Early adopters	An experienced team member selected to participate in pilots and become the subject matter expert of the change initiative. Note: This can commonly be the champion or advocate.
Change Manager	A project or change management expert responsible for the systematic approach to the organisational change.

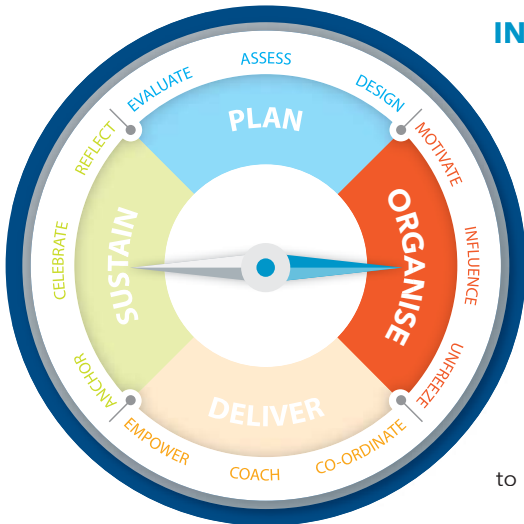*Figure 6 - Roles in leading change*

Establish champions

When people feel that they have a role to play in shaping the direction of a change, they are more committed to the realisation of the benefits.

There are many different ways that a change champion can get involved with a change initiative including: designing the change activities, forming part of a pilot, attending focus groups or forums, sharing information about the change, assisting with the design of training and development, and more. A change champion has a responsibility throughout all stages of the change to provide feedback to the project team and leaders regarding the progress of delivery.

When asked to nominate someone from your team to undertake the role of change champion, you should consider:

- Who do team members look up to in the team?
- Who has the most influence within the team?
- Who is confident to advocate the change amongst their peers?

Engaging the natural leaders within your team to play the role of change champion will have a substantial impact on the overall success of the change.

It is important to identify change champions early and engage them to participate in the change. They play an influential role in enlisting team members and casting the change in a positive light.

Engage a coalition of the willing. Put the right people in place in change roles, as they can be a powerful tool in guiding large-scale change. They quickly influence people to commit and accept the change.

Information styles

Your team members have different preferences for the way they receive and retain information. Consider ways you can incorporate different learning and communication styles:

VISUAL *(40%)*
Styles that prefer images

- Use diagrams to share information
- Place information on a change board
- Create a visual representation for your change initiative
- Draw on a whyteboard
- Create a pictorial path

AUDITORY *(20%)*
Styles that prefer heard or spoken information

- Register them for forums and/or information events
- Ask them to present information back to their team members
- Involve them in brainstorming activities
- Conduct daily toolbox meetings

READ/WRITE *(10%)*
Styles that prefer abstract symbols

- Encourage them to research the change
- Provide manuals, procedures and quick reference guides

KINAESTHETIC *(30%)*
Styles that prefer experience and practice

- Allow them time to practice their new skills
- Encourage them to observe and work with people using the new way of working
- Create simulated experiences using role plays

Figure 7 - Learning and Communication Styles (after Fleming 2001, and Kolb)

Set up notice boards for change related communication messages and material. Have change initiatives as a standing agenda item at your team meetings.

Did you know that words only make up 8% of the message that an individual receives? Ensure that you pay attention to your non-verbal communication!

'UNFREEZE' AND SPONSOR ACTION

Unfreeze stage

All change requires people to move from their current behaviour to some new behaviour. The most effective changes occur when that shift results in the dropping the old behaviour and replacement with the new one. Just trying to stop some habit leaves a hole, which will quickly fill in with the old practice. (Maturana, 1970-1988, Lewin 1918-1947) Old habits can often be difficult to change with the key action being to "unfreeze" the existing behaviour.

"Unfreezing" is the first step of a three stage approach, and it focuses on getting you and your team members ready to replace existing habits. During this stage you may evoke strong reactions from people as they begin to question the impact of the change on them, their values and their motivation.
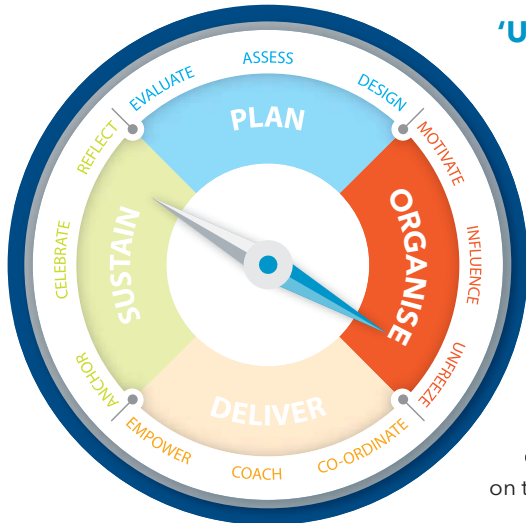
Identifying points of inertia and minimise resistance

It is important to lead each individual through change and to understand that each team member's reaction to change will be different. As a leader, no matter how positively you view the change or how positively you have positioned the change, you need to plan for resistance and develop ways to minimise resistance effectively.

There are several reasons why people resist change:

- Lack of understanding – people do not see a reason for the change, or are not aware of the benefits.
- Loss of control – people feel that things are being done 'to' them.
- Lack of trust – people do not trust those that are proposing the change and often attribute negative motives.
- Change fatigue – people feel that there has been too much change already and they do not have the capacity to take on more change.
- Economic loss – people feel that their pay and/or benefits may be reduced or that their employment will suffer.
- Fear of the unknown is the strongest emotional reaction in a change environment.

Behavioural indicators of resistance

Resistance to change is indicated by behaviours that include:

- Verbal challenges or criticisms of the change (often repeatedly).
- Starting of rumours or spreading misinformed opinion or dis-information.
- Building a coalition to resist and oppose the change.
- Lacking commitment to participate in related activities (absenting themselves with excuses).
- Failing to adopt the behavioural change and persisting with old habits.
- Actively interfering with the implementation or people endeavouring to co-operate.

Active ways to minimise resistance

Once you have identified resistance, you need to manage it immediately. Key actions that you can take to overcome resistance are:

- Communicate openly – regular and frequent communication can reduce fear, prevent rumours, gain buy-in and build trust.
- Engage team members – encourage team members to participate in the change by attending information sessions, becoming a change champion or leading agenda items in team meetings.
- Coaching – supportive coaching discussions can help to shift the focus from feelings of anger and frustration to a focus on building capability to effectively adapt to the change.
- Training - use specific practice and repetition of new behaviours (under supervision) to build the new "habit".
- Recognition – recognise team members who embrace change or put in a committed effort during implementation. It is important to also recognise team members who help their peers adjust to change.
- Identify miscreants and non-conforming behaviours and call out the unsatisfactory behaviours.

Sense of urgency

"I have been impressed with the urgency of doing. Knowing is not enough; we must apply. Being willing is not enough; we must do."

- (Leonardo da Vinci)

To increase acceptance of change, leaders can create a sense of urgency which helps generate action and build momentum. You can do this by:

- Discussing the major change drivers including potential crises or major opportunities.
- Selling the value and benefits in order to win their 'hearts and minds'.
- Disturbing the status quo and explaining the consequences of not acting now.
- Positioning the planned change in relation to primary stakeholders or external clients.
- Sharing data, information and threats that supports the need for change.

Leaders need to lead with a sense of urgency. Consider incorporating these initiatives into your everyday role:

- Eliminate non urgent tasks to prioritise change (Refer to 'delegation' section - page 18).
- Remove obstacles and bureaucratic processes.
- Respond quickly to tasks, emails and phone messages.
- Make timely decisions and avoid procrastination.
- Keep meetings on time with a set agenda.
- Set deadlines for actions and hold people to them.

Brainstorm Innovation and Initiatives

One of the ways to engage team members is to encourage them to have a voice on the how the change is delivered.   Get them to set the agenda and plan actions. Team members may look at challenges from a different perspective than leaders, and they may have a more creative or innovative approach on ways to embed the change within their team. Ask them.....

When undertaking a brainstorming session with a team, create a structure that allows for the development of ideas whilst at the same time encouraging creative thinking:

It is important not to challenge the ideas as they are presented during the brainstorm, as this will restrict other team members' creativeness and you will limit the responses that you receive. Only when all the ideas are given should you discuss the pros and cons of each suggestion.

CO-ORDINATE CHANGE READINESS AND COMMITMENT

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

- (General George Patton, Jr.)
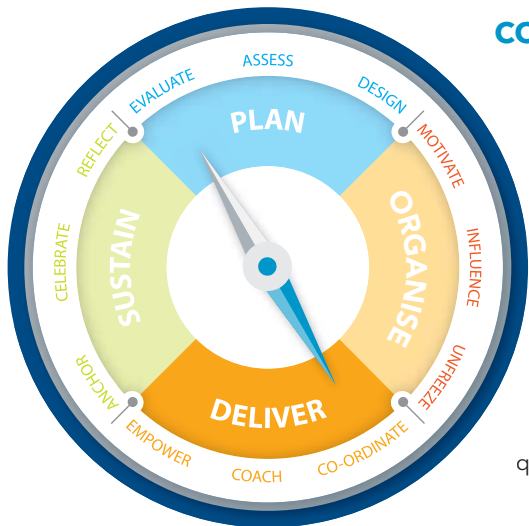
Change readiness assessment

Prior to the change being implemented, you need to check whether your team is ready and organised for the change.

To prepare, ask the questions in the table at Figure 8. If you answer 'no' to any of the questions, there are activities to assist you to move the team to be ready for the change.

QUESTIONS	ACTIVITIES
• **Do they understand why the change is happening?** • **Are they aware of the benefits of the change?**	• Provide communications that outlines the reasons for the change. • Have 1 on 1 communication to discuss how the change directly impacts and benefits them.
• **Do they want to be part of this change?**	• Create an open feedback channel where they can voice their objections to you (not others). • Undertake coaching to identify their personal barriers and determine ways that these can be overcome.
• **Have they received all the information they require to be able to change?**	• Ensure that they have attended the necessary training. • Direct them to places where they can locate additional information (i.e. quick reference guides, intranet).
• **Do they have the necessary skill for the change?**	• Undertake skill-based coaching. • Provide a safe environment for them to practice their new skills. • Create a buddy system to support one another in the development of the required skills.
• **Do they know what is expected of them?**	• Communicate the new expectations on a 1 on 1 basis. • Reward and recognise the successful new behaviours. • Ensure that the new behaviours are reflected in performance measurement systems.

Figure 8 - Change Readiness Assessment and Interventions

Ask yourself these questions numerous times throughout the change process. This will help you to identify what activities you need to undertake and help identify any stumbling blocks that your team may be facing.

Gaining commitment

Building commitment will improve team members' confidence with the change, lift team morale and encourage the growth of team member's competence in the new practices.

COACH TO DEVELOP CAPABILITY

Coaching for change

Through effective communication with team members during the change process, and encouraging open feedback channels, you will identify the areas where coaching may be required.

You may find that you need to undertake both behavioural coaching and skill related coaching throughout the change process.

Behavioural coaching

Behavioural coaching will assist your team members to identify their own barriers to change and how these can be overcome. This will be the main focus of coaching undertaken during the 'organise' phase, as team members move through the change cycle.

Skills-based coaching

Skills-based coaching will assist your team member to build their capability and change to the new behaviours. Skills-based coaching is a key focus in the 'organise' and 'deliver' stages. The 'sustain' stage focuses on embedding the new habit and making the new attitudes or behaviours part of the normal way of doing business.

Coach with G.R.O.W

The G.R.O.W coaching model is an active coaching framework used by many organisations, particulary for developing leaders. It supports team members in allowing the identification of challenges and developing solutions that help drive accountability.

Leaders can incorporate change influencing questions into their use of G.R.O.W.

Stage of GROW model	Suggested questions
Goal	• What do you understand this change to be? • Tell me what you believe are the purposes and objectives of this change? • How will this change benefit you, your team and the organisation?
Reality	• Do you want to be a part of this change? • Do you believe that you have the skills and capability to be able to implement this change? • Could there be anything that is hindering you to embrace the change?
Options or **O**bstacles	• What further actions do you need to undertake to adopt this change? • What support do you need to be able to undertake this change? • Who do you believe is a role-model with regard to this change?
Will or **W**ay forward	• How committed are you to undertaking these actions? • How will these actions assist you to achieve the change? • How will you and I determine if these actions have been a success?

Figure 9 - Coaching for Change

Leadership roles in coaching: motivator, teacher, coach and colleague

When coaching team members there are four key roles a leader takes on:

4. Asking the person (as a colleague) 'what else' could be done with the new practice reinforces the change and drives sustainment.

- Discuss how to explore the change and potentially evolve or improve the change.
- Provide opportunity for feedback to build innovative ideas.

1. Engagement is the first phase in developing commitment to change. It explains 'why' something needs to be different and motivates the participant's interest.

- Create personal meaning.
- Share stories of previous examples and experiences.

4

What Else?
COLLEAGUE

PERCEIVE

HOW WE

PROCESS

Why?
MOTIVATOR

1

How?
COACH

HOW WE

What?
TEACHER

3

2

3. Guiding practice and allowing the person to practice 'how' the new skills or content works, moves the person closer to replacing the old habit and installing a new way of doing business.

- Explain how the change will work, how it will be implemented, and how it will be utilised.
- Provide opportunity for hands-on practice.

2. Delivering content in the form of knowledge, practices, behaviours or attitudes provides a clear model of 'what' is expected as an outcome.

- Teach and instruct capability.
- Share fact-based information and procedures along with any supporting research, theories and authorities behind it.
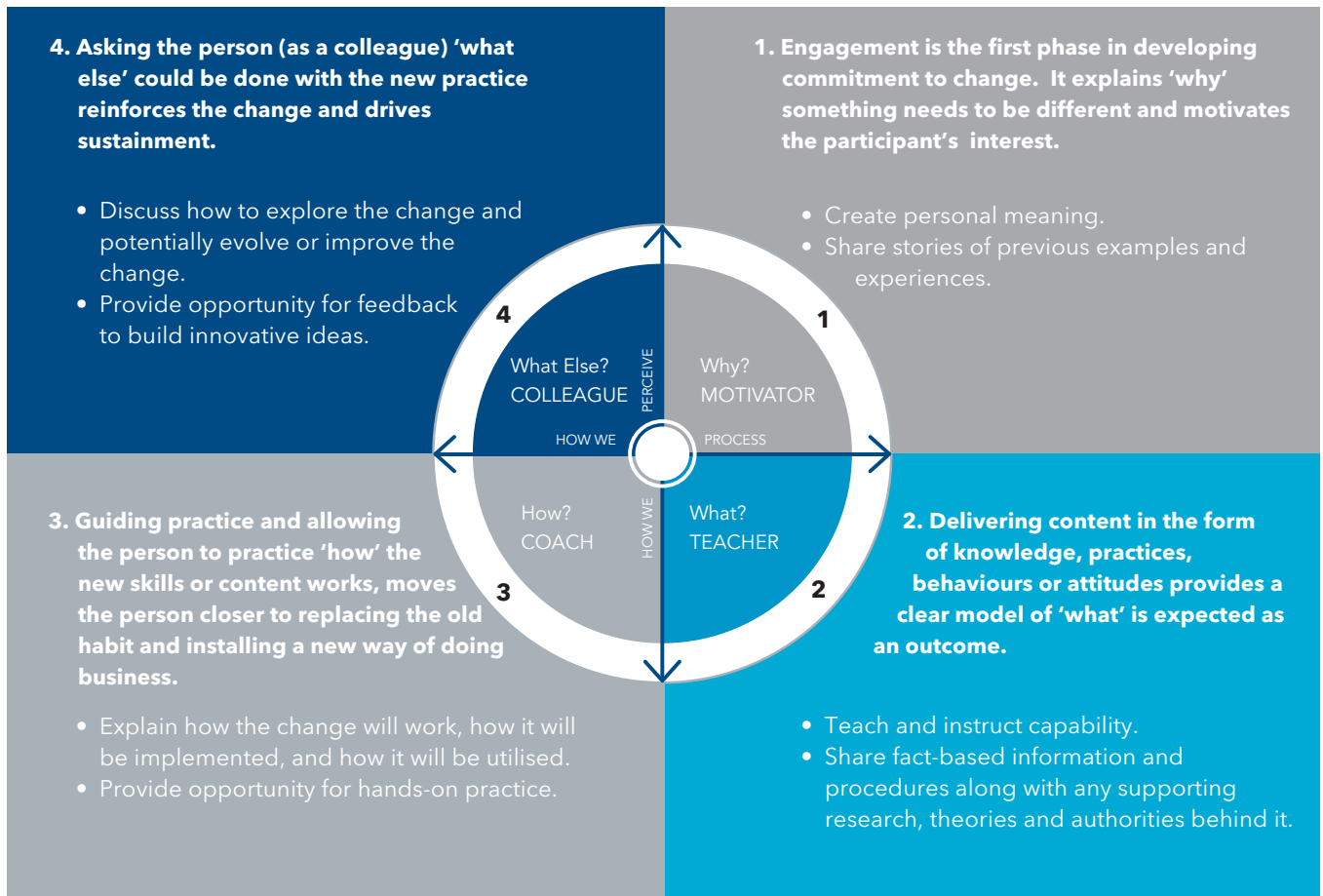
Figure 10 - Change Coaching Cycle (after Bernice McCarthy)

Take the time to understand your team members' communication styles i.e. Do they like to receive information by reading through manuals or quick reference guides, are they more interested when someone talks to them and they get a chance to ask questions or do they prefer to be hands on and practice using the new skill? Adapt your approach to meet their preferred style.

EMPOWER AND ENABLE CHANGE

"Empowerment comes from within and typically it's stemmed and fostered by self-assurance. To feel empowered is to feel free and that's when people do their best work"

- (Amy Jo Martin)

Enable behaviours

To empower and enable change, team members need to be able to operate within an environment where they can safely adopt new behaviours without fear of criticism or recrimination. A culture that enables team members to act is not laissez fair, but provides clearly delegated authority creating empowerment.

Leaders should encourage a team culture that allows individual team members to:

- Take responsibility and accountability for their actions.
- Communicate with honestly and transparency.
- Encourage self-reflection and personal/professional growth.
- Create new ideas and ways to do things.
- Solve problems and implement the solution within their authorised authority to act.
- Feel trust by removing fear of making mistakes or receiving punitive responses.

Accountability

For change to be sustainable, leaders need to ensure that their team members do not revert to the old ways of operating. Whilst the project team will make every effort to identify policies and procedures that need to be updated as a result of the new ways of working, you should provide feedback of any further amendments that you feel are necessary to discourage team members to revert.

If there are existing local practices that counter the new practices, change leaders need to put in place local procedures that reinforce any centrally mandated change.   Policies, procedures checklists, work instructions, local training and ad-hoc coaching all proceduralise and lock in new behaviours.

Delegation

Delegation allows leaders to better utilise their time and skills whilst helping team members to grow and develop to reach their full potential. Formalised and written delegations empower employees to work to the limit of their authority.   Clear position descriptions or project role descriptions also aid in this delegation clarity.

Prior to delegating any change-related activities consider:

- Does the team member have the skills and capability to undertake the task?
- Will the task provide a team member an opportunity to grow and develop?
- Do you have the time to delegate the task effectively? i.e. handover the task, answer questions, check progress and provide feedback.

Principles of delegation

- Articulate the desired result or outcome of the task.
- Identify constraints and boundaries including authority and responsibility.
- Match responsibility to authority levels. Whilst you can delegate some responsibility, the ultimate accountability is with you as a leader.
- Delegate to the team member level closest to the everyday work. This will increase workplace efficiency and help to develop all levels of the organisation.
- Empower the team member to control how they undertake the task. Allowing knowledge workers to create their own methods and processes generates trust.
- Provide adequate support whilst team members are taking on delegated tasks. Answer questions, monitor progress and remove roadblocks.
- Take the time to review work, provide feedback and recognise effort.

ANCHOR CHANGE AND SUSTAIN BEHAVIOUR

Change requires team members to alter their behaviours and adopt new ways of working and persist with those new behaviours. The benefits of a change are only realised when team members embed the new behaviours and they become "the way we do things around here".

Leaders often underestimate how challenging anchoring change and sustaining behaviour can be. Often they shift focus too early, leaving team members to regress to previous patterns and habits. Monitoring compliance and supervision are key elements of a change leaders role in locking in the changes.

Open feedback and continued coaching help to identify where team members may be reverting to the old way or finding a new work around. Team members will typically revert to the old way or find new ways to subvert the process if the supervision, technology, processes, procedures and reward systems do not support the change.

Activities to anchor behaviour

You should have a plan of activities that you will undertake to ensure that the change is anchored into the culture and repeated in every-day behaviours:

- Link new behaviours, new leadership and management to business drivers and business results.
- Continue to discuss the connections between new attitudes, new behaviours, new values and organisational success.
- Reward and recognise the successful new behaviours.
- Build the new behaviours into processes and procedures.
- Advertise, communicate and train using the new procedures.
- Identify and discourage/correct any appearance of old behaviours.
- Reflect on lessons learnt and share the information across the organisation.
- Check for implementation of the new practices. Supervision is part of the job.

Ensure focus and energy is placed on all components of the change being implemented and sustained. One of the main reasons why change is not sustained in a business is because there has only been a partial change of behaviour, usage and/or utilisation.

At the end of a properly implemented change program, regrettably there will still be a few people who are unable to support the program. Those individuals will continue to resist and undermine the initiative, working to disrupt the new behaviours. They will continue to interfere with the organisation's ability to embed and sustain the change. Alternative employment opportunities should be investigated for these people. At the same time measurement and feedback on the new behaviours is an essential element in sustaining the change

"Success is almost totally dependent upon sustained effort and persistence. Energy and persistence conquer all things."

- (Benjamin Franklin)

CELEBRATE AND REWARD CHANGE

Reward change

Leaders can maintain motivation, energy and enthusiasm for changed behaviours by celebrating milestones and periodic wins. Taking the time to recognise team members' participation and effort during a change initiative will keep momentum and boost staff morale.

Team members are more inclined to adopt behaviours that are rewarded and abandon those that are discouraged. Look to reward and recognise behaviours and accomplishments which are consistent with the organisational values of: respect, integrity, outcome driven and responsible.

Reward systems need to have meaning and hold value for the team member. Align individual rewards to your team members' motivational values to increase effectiveness.

Generally there are two types of rewards:

- Extrinsic – This type of reward is a tangible award, physically given to a person for accomplishing something. Examples could be: morning teas, certificates, pats-on-the-back etc.

- Intrinsic – This type of reward is an intangible award of recognition, achievement or a conscious satisfaction. Because they are intangible, they often arise from within the person who is doing the activity or behaviour.

Leaders need to plan for a variety of rewards and should ideally start out small and build momentum as the change is delivered.

Ensure that you match the reward to the effort and do not 'over-reward' as this can be seen as false or patronising to team members leading to further distrust and resistance.

Acknowledging the incremental efforts, such as participation in workshops, forums and training is as important as celebrating the big milestones.

Congratulate closure

Recognise the end of a change initiative or a milestone on the path, and celebrate the success of the change. Celebration assists team members to identify that the change has been completed and provides a symbol to make complex issues more understandable. It is a way to thank them for their efforts throughout the initiative. The celebration should be upbeat and positive, as it will create a lasting impression that future change will also be successful.

The top eight reasons why leaders should celebrate change wins:

- Reminds you of the goal you set and why you set it in the first place.
- Reminds you that a focused change approach and goal-setting process works.
- Motivates your team to continue delivering good work.
- Unifies the team around a positive outcome.
- Positions you and your team to concentrate on the positive rather than the negative.
- Builds momentum for you and your team.
- Allows you to connect with colleagues and co-workers, building rapport and good-will.
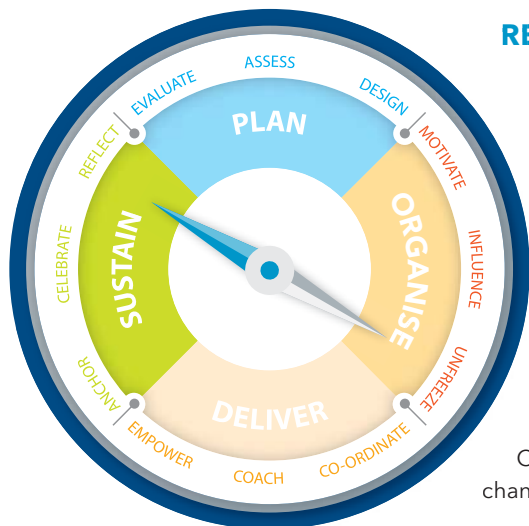
REFLECT AND REVIEW THE CHANGES

Measure success

There is a well known quote by Peter Drucker that says: "What gets measured, gets done".   Measurement is a key driver when looking for sustainable change.

It is essential that during the earlier stages of the change you have gained clarity on what are the key success measures. Once you have clarity around the measures, everyone can independently decide on the success of project.   From the moment of implementation, you should have measures in place to track the levels of usage, productivity and efficiency for the new ways of working.

Consider for a moment a systems change. Measures that you could consider for this change may include:

Usage	• Number of claims processed. • Usage levels of old systems.
Productivity	• Number of claims per unit of time. • Unproductive time.
Efficiency	• Error rates. • Customer feedback.

Figure 11 - Types of Change Measures

Where appropriate, the new behaviours should be reflected in performance plans, targets, KPIs and performance reviews.

When working with your team members to alter behaviour set measures of success to track progress and confirm changes.

Capture success for the future

As the change comes to a close engage team members for their input on what they believe were the key success factors of the initiative.

Capturing success factors and successful implementation stories reinforces the success of the project and also provides drivers for the next change initiative. Make sure that you and your team contribute to the project close-out report, so that unsuccessful as well as successful occurrences are captured.

Reflect on leader's change activities

"Insanity: doing the same thing over and over again and expecting different results."

- (Albert Einstein)

As a leader, it is important to be able to review and reflect on your individual leadership activities. What have you done well? What can you improve on for future change initiatives?

STAGE	QUESTIONS
Plan	• Did I understand the impact of the change? • Did I take the time to identify what was trying to be achieved? • Did I seek out success stories of similar change situations? • Did I correctly identify how the change would impact my team? • Did I communicate the change in a way that inspired, motivated and engaged team members to be a part of the change?
Organise	• Did I role model the new behaviours and skills at all times? • Was I an advocate for the change? • Did I motivate my team through their individual values? • Did I actively manage any resistance? • Did I build an appropriate support network through by change champion, advocates and early adopters?
Deliver	• Did I take the time to assess whether my team was ready for the change and implement actions accordingly? • Did I remove all real or perceived obstacles for my team members? • Did I deliver behavioural and skill-based coaching?
Sustain	• Are the new behaviours successfully embedded? • Are team members measured on their new behaviours? • Did we celebrate and reward change appropriately?

Figure 12 - Change Leader's Questions

Vision for the future

Leaders often need to paint a vibrant and compelling vision for the future. It can literally be a picture that represents the journey or path of business change - a diagram that lets you plan the next steps.   It may have road blocks that need to be overcome, it may need bridges to link to customers or partners, it may need signposts along the way.

The "Roadmap for the Journey" (on the page opposite) has been used with excellent success in teams within a number of organisations. You, too, can use it for workshops, innovation and coaching sessions, planning groups or to explain your business change plan.   You may choose to use your own method to develop your plan for change leadership.   In any case, you now have a comprehensive how-to-guide to assist you in your transformation leadership role.

Post-it notes, different colours for each phase, can be used to good effect when using an enlarge 'roadmap' graphic with stakeholder groups.
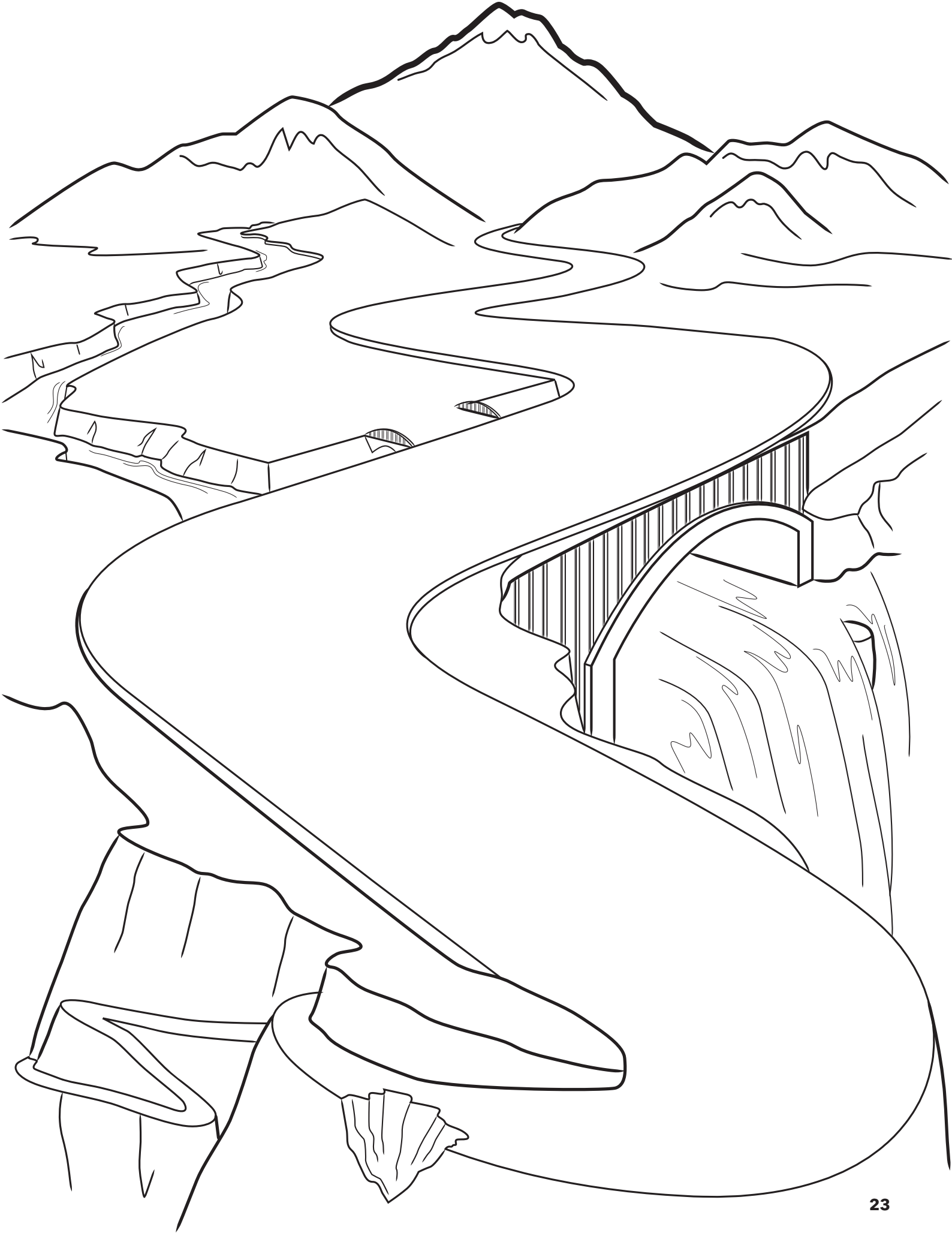
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