CHANGE

CHALLENGES:

*** Initiating Change:**
- Control over one's time
- Adequate coaching, guidance & support
- Maintaining focus and relevance
- Clarity & consistency from management

*** Sustaining Change:**
- Overcoming fear, anxiety, vulnerability, feelings of inadequacy, & conflict through candor, openness & trust
- Avoiding isolation & arrogance between "believers" & "non-believers"
- Accurately measuring progress

*** Redesign & Rethinking Change:**
- Avoiding fragmentation by balancing governance & autonomy
- Avoid reinventing the wheel by building capacity to transfer knowledge
- Maintaining alignment with organizational strategy and purpose

FACILITATORS:

* Strategy
* Leadership
* Common Language
* Communications
* Training / Education
* Trust
* Attention
* Inclusion
* Reward & Recognition
* Accountability
* Flexibility
* Balance

Need

DEMAND

Opportunity

BARRIERS:

* Hierarchy
* Bureaucracy
* Protectionism
* Politics
* Conflict / Blame
* Competition
* Manipulation
* Self-interest
* Inconsistency
* Uncertainty
* Change Fatigue

TECHNOLOGIES

* **Tools** (Action Reviews, Best Practice, Benchmarking, Surveys, Guidelines, Scenarios, etc.)
* **Techniques** (Dialogue, Inquiry, Conversation, Mentoring, Storytelling, Mapping, Value Nets, etc.)
* **Information Technology** (Communication, Collaboration, Community, Knowledge Mgmt, etc.)

EIGHT STEPS TO SUCCESSFUL CHANGE

1. Increase Urgency
2. Build the Guiding Team
3. Get the Vision Right
4. Communicate for Buy-in
5. Empower Action
6. Create Short-term Wins
7. Don't Let Up
8. Make Change Stick

CULTURE

* **Symbols** (Age, Language, Space, Diversity, Organizational Design, Web Site Design, etc.)
* **Actions** (Pursuit of Talent/Clients, Rewards, Training, Development, Communication, etc.)
* **Beliefs** (Core Values, Focus, Corporate Competencies, Character, Role in Community, etc.)

IMPACTS:

*** Organizational:**
- Corporate Image
- Corporate Identity
- Corporate Demographics
- Governance Structures
- Management Systems
- Skills & Competencies
- Business Processes
- Team Structures
- Tasks / Workflow
- Decision-making
- Policies & Procedures
- Resource Allocations
- Work Space
- Infrastructure

*** Personal / Cultural:**
- Attitude
- Mindset
- Behavior
- Motivation
- Values
- Commitment
- Recognition
- Efficiency
- Effectiveness
- Expectations
- Relationships
- Interaction
- Learning
- Development
- Training / Education

CHANGE MATRIX

Vision +	Value Proposition +	Strategy +	Resources +	Early Wins	→ Success
	Value Proposition +	Strategy +	Resources +	Early Wins	→ No Foundation
Vision		+ Strategy +	Resources +	Early Wins	→ Low ROI
Vision +	Value Proposition		+ Resources +	Early Wins	→ No Leverage
Vision +	Value Proposition +	Strategy		+ Early Wins	→ Frustration
Vision +	Value Proposition +	Strategy +	Resources		→ Low Credibility

National Committee for Canadian Francophonie Human Resource Development - Copyright - Continuous Innovation (http://www.continuousinnovation.ca)