

building change momentum

overview

change

Change is a constant part of the modern economy with rapid changes in technology, competition globally, exchange rates and the global economy impacting the local economy. According to Michael Hammer, an organisations only strategic advantage is its ability to organise itself to meet these challenges. At the heart of an organisations ability to organise itself is the ability to define what people need to do differently to align with a new strategy or approach.

Fewer than a third of organisational changes produce the expected returns or change in the way of working they aim for. Organisations don't follow up the structural changes with initiatives to change the culture or processes, they lack credibility and they underestimate the impact of the changes on the people who are retained and the time to create real change.

The real path to greatness, it turns out, requires simplicity and diligence. It requires clarity, not instant illumination. It demands each of us to focus on what is vital—and to eliminate all of the extraneous distractions.

Jim Collins

We can help you **focus** on what needs to change through find your strengths, the opportunities to improve and what you should stop doing. We can also help you development plans to implement the changes through evolution.

Strategic HR is at the heart of defining what your people need to be doing differently to achieve your strategic objectives, putting systems and processes in to reinforce the need to change and make it easy to work in the new required ways and **build momentum** towards your goals.

Change is leadership's crucible. Equipping your leadership team to support and bring people along with the changes fundamental to people either seeing the change as stressful and overwhelming or an opportunity to develop and grow. The **Leading Change** programme provides a range of tools to create change that is accepted and support to enthuse people through change situations.

Where revolutionary changes are required we can assist with consultation, communication, internal selection, development plans and sourcing exit support.



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Jim Collins described effective change as being like getting a giant flywheel going. It takes concerted effort for a start but once it gains momentum it is hard to stop. We're here to help add momentum to your change by aligning systems and people's efforts to the new way of working or new focuses.

aligning systems

Strategic HR is able to assist you with aligning your systems to the new requirements of the organisation.

- Working with you to clearly define what needs to change in the way your staff work to support your new strategy or mode of operation – the behaviours and competencies that underpin working in the required way.
- Once the new behaviours and competencies are defined other systems can be aligned with what is required in the future, eg:
 - recognition and reward approaches and employment agreements
 - Aligning the acquisition and retention of talent with the new requirements - recruitment and selection systems, induction succession planning and talent management
 - aligning leadership behaviours to support the new way of working
 - individual development and training
 - create a strategic road map, linking KPIs for each business unit to the strategic direction and then to individual objectives through the performance management system.
 - setting performance objectives and reviewing these annually won't change behaviour - but monthly coaching will. Our Leaders Coach programme and support for creating a coaching culture will not only support change but lead to a higher performing organisation.

Companies that make the change from good to great have no name for their transformation—and absolutely no program. They neither rant nor rave about a crisis—and they don't manufacture one where none exists. They don't "motivate" people—their people are self-motivated. There's no evidence of a connection between money and change mastery. And fear doesn't drive change—but it does perpetuate mediocrity.

Jim Collins, Good to Great

supporting rapid change

Quicker changes will require consultation and internal selection processes. These level changes should be a last resort but can be effective where every effort is made to place people into the new roles created.

We will work with you to deliver consultation and communication strategies to get understanding and buy-in to the changes from staff and employee representatives. Our assessment centre process provides thorough assessment on potential which candidates see as fair and reliable and result in a selection decision and development plans to assist retained employees to change their approach to meet the new requirements.

Providing support and activities to rebuild the culture for those retained to move ahead quickly to productivity. Finally, sourcing support for those leaving to exit with dignity.

Who we are

John Eatwell (Post Grad Dip, Chartered Organisational Psychologist, IOD, Psych Society).

John has worked with a number of companies to create real change in staff behaviour to align activity and customer experiences with organisational direction. Strategic changes included a government department moving from a regulatory to an advisory approach, an electronics manufacturer moving from producing low to high value/quality components, the merger of elements of three departments for form a new Government Department, an SOE reducing cost structures, reintegration of a sales and marketing division into a domestically focused business, and a large infrastructure firm reorganizing to deal with diminishing demand. All projects involved defining what behaviours staff would need to display to create real changes in customer experiences or in product quality and what leaders needed to do support these new behaviours. The success factors then become the basis for consultation and communication around the changes, selection into new roles via assessment centres and development plans for the individuals who were successful.



Andrea Gardner (Post Grad Dip, Chartered Organisational Psychologist, HRINZ, Psych Society).

Andrea is a seasoned organizational psychologist and human resources practitioner with experience in the public and private sectors. Andrea has particular interest and expertise in the areas of leadership development, culture and engagement, psychometric assessment, staff selection, and HR policy and process. An accomplished facilitator and trainer, Andrea has worked with diverse groups of people in NZ and in far-flung international locations. She adapts her style to suit each industry but has a particular affinity for local and central government, manufacturing and professional services. Andrea is engaging, creative and down to earth. She prides herself on her ability to design and deliver workable, effective and original solutions to organizational challenges.



Tom Matthews (B.Sc., M.Ed., Cert. Counselling, Post Grad Dip Business)

Tom's background includes having completed Masters degrees in solution focused counselling, education and postgraduate business leadership. He has spent the last decade studying the field of positive psychology and its applications to individual and organisational change and leadership which has created a solid platform of techniques and experiences to draw on for the coaching work he does. Tom Lectures on leadership at the University of Canterbury. As a lecturer, counsellor, and facilitator, Tom focuses on practical, scientific interventions that enhance wellbeing and resilience, which ultimately open the pathways toward increased human functioning.



www.strategicchange.nz
info@strategicchange.nz
0508 787 2847