

planning to change **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.

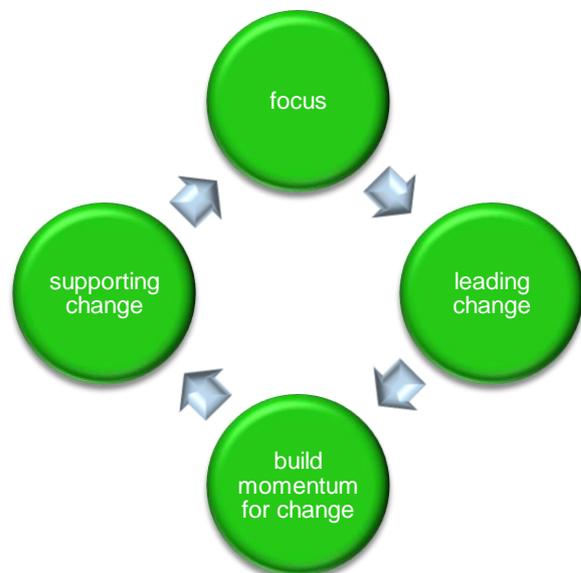
Jim Collins

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.



focus - planning to change

We can't tell you how you should change but we can help you identify the things that are strengths and need to be focused on and the things that need to be stopped, what your people are passionate about and help you define the results that will create success for you – to help you find your direction.

We can **facilitate planning sessions** using SOAR - a positive psychology approach to bottom up planning to identify the strengths, opportunities, aspirations and results that will be seen by playing to your **strengths** and realising the **opportunities** for improvement. These sessions can be run with managers or involving all staff. For each strength and opportunity identified we then run appreciative inquiries - identifying where or when it is already working the way you want it to within your organisation and how to make it the norm. This creates a powerful driver for change - where people can see it is already working somewhere within your organization the change becomes much more achievable and the stories generated through identifying these can be used effectively in communicating the rationale for change.

Aspirations – Jim Collin's found in his review of organizations that changed successfully that they had a clear and simple vision of where you want to be - a hedgehog view of the world. Cutting through the complexity and presenting a simple vision directs behaviour – and gives people hope. And hope accounts for 14% of the difference in job performance!

Results - the focus on the results enables the strengths and opportunities needed to be tied to the market potential. There is no point in pursuing your strengths if there is no market for them. The results also enables the identification of the core metrics - how will you define success, what different do you need to measure to make your aspirations a reality.



We can help you design new **organisational structures** to focus on the achievement of your aspirations and results. No structure is perfect but clustering the functions together that will enable a clear focus on your success factors maximizes communication and cooperation towards achieving in those areas. Identifying the downsides of the optimal structure enables mitigating strategies to be put in place. These could be things like dotted reporting lines or cross functional meetings.

The last stage in the process is identifying the **options for implementing change**. We often want to implement changes straight away but research consistently shows this has long term negative impact and more often than not, destroys organisational value. Successful change is implemented as evolution not revolution. We can work with you to create plans to use succession planning to keep the right people on the bus and to take opportunities presented by retirements, promotions, secondments, and developing roles to evolve the business to your desired structure. Sometimes a quick change is required – our support for this is outlined overleaf – but this is much more difficult to achieve successfully.

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 an 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.



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