

# leading 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.



## leading change

Change is the crucible of leadership. Change can either led to teams being permanently disengaged or becoming passionate and being drivers of the change. This programme aims to equip leaders with tools so that change becomes their defining moment – not their death knell. The programme can either be run as four, two hour modules or a one day programme.

## creating change

Creating change will look at how the brain works and how, and why, positive psychology provides the tools and approaches to support change initiatives to make it beneficial to organisations and their staff.

The session will look at appreciative inquiry as a tool in change management and problem solving. Appreciative inquiry is a tool leaders can use to direct questioning to focus attention on what is working well (or in what times or situations it is working well) and by doing so make changes to what is not working well more comfortable for people. Change can often be leveraged off situations where the desired behavior or outcome has already been achieve, working to make these practices more consistent and building on these strengths.

The session would include pairs working through an appreciative inquiry from their own area and post session work to facilitate an appreciative enquiry with their teams before the next session.

## leading change in your team

In the remaining sessions we would review the research on the ratio of positive to negative communications in effective vs ineffective teams and what mechanisms there are to influence this.

The first step would reviewing teams in terms of the tipping point - the ratio of positive to negative people in a team - and what tools may be appropriate to shift the balance to the tip the balance to positive. Tools would be:

- Maintaining your own personal positivity through change
- Identifying and using team members strengths more effectively
- Understanding trust and key actions to build it
- Setting ground rules or using values more effectively to manage poor behaviour and create commitment
- Reconnecting team members with the meaning of their work

The sessions would include a number of practices in pairs including developing a personal action plan around positivity, using tipping point to think about key client teams and developing an action plan, and thinking about their own personal meaning. Homework would include working on their action plan with a peer.

*We act as though comfort and luxury were the chief requirements in life, when all we need to make us really happy is something to be enthusiastic about.*

Charles Kingsley

## 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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