ENABLING AND SUSTAINING CHANGE



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CHANGE IS OFTEN CHALLENGING AND FEELS LIKE GOING THROUGH THE VALLEY OF DESPAIR



People are always telling me that change is good. But all that means is that something I didn't want to happen has happened.

Meg Ryan



1. **Denial**
   If I do not pay attention, it will not affect me.
2. **Anger**
   What an awful system. This will never work.
3. **Depression**
   I do not want to go along with this.
4. **Awareness**
   Oh, but we do not really have to do it, do we?
5. **Understanding**
   I do understand now what is needed.
6. **Acceptance**
   It is very difficult, but I will do it anyway.
7. **Commitment**
   This works fine, why don't you try it?

For more information on challenges of change, see presentation: **Why is change difficult.**

CHANGE REQUIRES FROM INDIVIDUALS AND ORGANIZATIONS TO ADDRESS SEVERAL KEY QUESTIONS

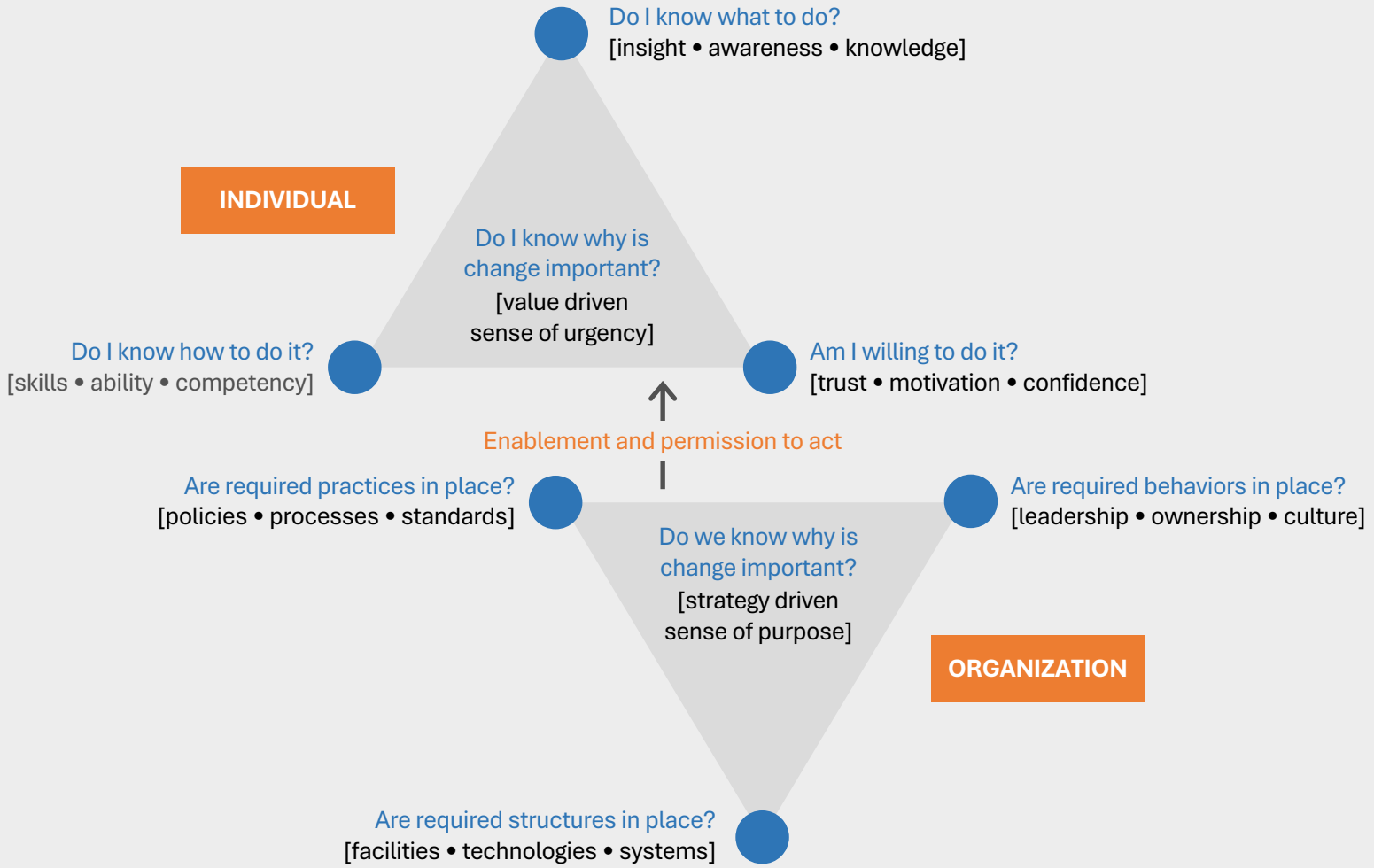
Change only sticks if we understand why it happened.

Charles Handy



For more information on workforce effectiveness in the context of change, see presentation: **Nine pillars of workforce effectiveness.**

For more information on performance requirements for change, see presentation: **Performance requirements for change.**



BENEFITING FROM CHANGE IMPLIES AN INDIVIDUAL AND ORGANIZATIONAL CHANGE JOURNEY



Life is a progress, and not a station.

Ralph W. Emerson



A Envisioning the change

- Where do we want to be?
- Why do we want to be there?
- How do we start?

B Enabling the change

- How do we get there?
- What do we need to do?
- How to ensure we do not stop?

C Living the change

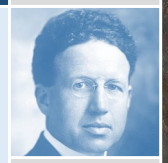
- How do we make it work?
- How to assess our success?
- How to ensure we do not fall back?

For more information on myths and reality of organizational change, see presentation: **Change myths and change reality.**

For more information on organizational change process steps, see presentation: **Steps in the organizational change process.**

A

ENVISIONING THE CHANGE



The world is moving so fast these days that the man who says it can't be done is generally interrupted by someone doing it.

Harry E. Fosdick



SUCCESS FACTORS

Strategic alignment • The urgency for change is clearly connected to broader business objectives

Clear purpose • A compelling vision defines the change needed and the benefits it will deliver

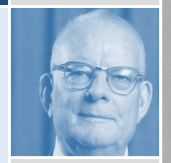
Committed leadership • Senior leaders actively sponsor and advocate for the change

Engaged stakeholders • Stakeholders are involved early to build buy-in and gather input

Compelling narrative • Clear communication sets the tone, explains objectives, and eases uncertainty

Coherent program • A shared understanding of actions, expectations, and challenges aligns the entire effort

ENABLING THE CHANGE



It is not enough to do your best; you must know what to do, and then do your best.

William E. Deming



SUCCESS FACTORS

Integrated approach • Emphasis is placed on aligning new processes, systems, and organizational structures

Dedicated resources • Sufficient financial, human, and technical resources are committed to support change

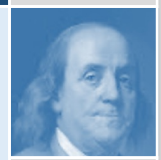
Transparent feedback • Open consultation ensures organization-wide engagement and responsiveness

Targeted development • Capability building focuses on critical knowledge, skills, and behaviors

Involved leadership • Leaders drive the change and maintain strong sponsorship throughout the program

Effective governance • Clear structures and processes are in place to guide, support, and monitor change

LIVING THE CHANGE



When you are finished changing, you're finished.

Benjamin Franklin



SUCCESS FACTORS

Aligned incentives • Recognition and rewards are aligned with new behaviors and desired outcomes

Consistent leadership • Leaders model the expected behaviors and reinforce change through their actions

Cultural integration • Change is embedded in organizational values, routines, and rituals

Clear accountability • Progress is tracked, and individuals are held accountable for change outcomes

Continuous improvement • Strong willingness to adapt the change effort based on feedback and results

Empowered employees • Individuals at all levels are trusted and encouraged to take ownership of change

For more information on employee empowerment and accountability, see presentation: **Employee empowerment and accountability.**

For more information on leadership requirements, see presentation: **Next generation leadership.**

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THANK YOU

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