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EYE 2 EYE DEVELOPMENT

Change doesn't need to be so hard – how can you make change easier in your organisation?

Humans are incredible beings able to adapt and learn with great skills for dealing with change. That's what has helped us to survive and thrive. So why does it seem so hard to bring about successful change in organisations? There's a big difference between initiating change and being asked to make a change (especially if we feel that we lose control, or it is imposed).

What does it take?

- Get the process right – take a step by step approach
- Use the real language – keep it simple and say it from the heart
- Connect with people – do it with their feelings and reactions in mind

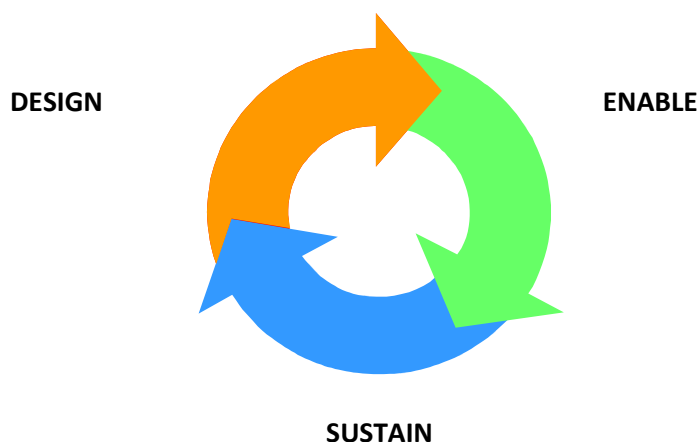## What do we mean by managing change?

It's not enough to run an efficient, well managed organisation. You also need to be ready to adapt to changing circumstances. You may need to:

- Restructure your team
- Change the way you work
- Respond to market changes or different customer/ client needs.

This will need planning and the involvement of people in your teams to bring it about. **So where do you start?**

A Step by Step approach to change

To bring about change, you'll need a plan. Here's a simple framework which helps you to consider all the elements and decide which things are important to you. You don't need to use it all – think about which parts make sense and fit the size of your project.

DESIGN

ENABLE

SUSTAIN

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1. Design it	2. Enable it	3. Set it
Direction – have a clear vision anchored in reality and articulate why it's needed	**Explain** – What's happening, when, why and WIIFY (what's in it for you). Keep doing it in different ways – once isn't enough.	**Success criteria** – how will you measure it? Be clear what success looks and feels like.
Drive – identify champions who are committed to the change – nothing will happen without energy	**Engage** – get people talking about their concerns, what it means and then how to help make it happen	**Publicise Successes** – celebrate them and let people know
Demonstrate it – lead the way by showing the behaviours you want to see	**Empower** – once people are on board, give them space and scope to come up with ideas and make it happen	**Standardise** – once changes have happened. Focus on how to make them business as usual so that things don't slip back

Use real language

If you want people to be on board with change, make it easy for them to understand.

- *Keep your language plain and simple and avoid corporate jargon* like the plague. Phrases like "continuous improvement" don't mean much to people. If you want them to stop doing the 'bonkers' stuff – say so.

- *Say it from the heart*. If you don't believe, others will know (your tone of voice and body language will show it). A colleague in Norway said, *"receiving these standard letters feels like you are kept at arm's length, a bit like a bill- board in a tornado"*.

Connect with people

Good process, planning and communication all help. But, if you don't pay attention to how your people are going to react and respond to change, you can easily come unstuck and waste all that investment in change.

- *Keep talking to people and give them the chance to air their concerns* – they are not being difficult; they just need to make sense of it themselves before they can get with it.
- *Ask yourself – what might they feel?* How will this impact them? How might they react? Different people will respond differently.

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- ***Use this information to help you communicate and talk with people***, the impact on them, their possible response and perceptions.
- ***Remember that people respond to how they are treated*** – if you give them a sense that they matter (despite tough things that may be happening) you could change the atmosphere and create a very different sort of momentum for change.

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