

# Change management

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## **Integrate organisational and individual change for a successful transformation.**

It is a little shocking, but important to appreciate, that more than half of significant organisational change initiatives 'clearly fail' (McKinsey, 2010). What does this look like? Well, on the ground, failure to steer a successful change is likely to result in poor return on the change investment, dissatisfied clients and other stakeholders, poor morale, reduced productivity, higher staff turnover, resurgence of 'old' practices, and other reduced organisational outcomes.

Based on evidence of what makes instead for *successful transformations*, **AEQUITAS collaborative** has crafted an approach to change management, calibrated specifically to assist community-based organisations, around five key principles:

### **1. A collaborative approach.**

In contrast to the more traditional notion of 'leadership-driven' change, the most successful transformations use an 'open source', collaborative model of change (CEB, 2016). Your important stakeholders, including staff and clients, must help **create the strategy** for change and **take ownership of the implementation** process.

### **2. A formal change management process.**

We help you develop a **comprehensive transition plan**. This includes talking to your staff and other important stakeholders; analysing their culture, values and

interests; and assessing their capabilities and deficits in relation to the proposed change. We assist you to manage implementation of the change and to evaluate progress, reporting with a view to **assisting your external stakeholders to appreciate what has been achieved.**

3. **A systems approach to organisational issues.**

Depending on the nature of the change required, we can help you and your people co-design and deliver tailored and targeted, whole-of-organisation change. This might involve new service delivery, systems and digital processes; revised governance frameworks; improved organisational culture; staff development programs; a more outcomes-driven or commercial focus, and/or new professional practices.

4. **A focus on individual change.**

As we all intrinsically appreciate, no amount of focus on process, or on the organisation, or even on collectives of stakeholders, is likely to result in successful change unless there is dedicated attention to the softer, people side of a change. **People make or break a change initiative.** We draw on established models of change management to foster staff understanding and convictions in relation to change, and to achieve 'buy-in'. We work to equip leaders to inspire, model and reinforce individual change. We can help diagnose barriers to individual staff members' behaviour change, and identify means to **increase desire, capacity and confidence** in their ability to adapt.

5. **A communications strategy that works hard.**

Not just to provide information and to get stakeholders 'on board', but to **support participation** in the change process, **connect staff with resources** that helps to

increase their capability in the new environment, and **build confidence in the capacity of the organisation and its people** to navigate (together!) an important transition, and generate benefit from it.