

Preparing to engage with our people who to change and how to go about it?

MISSION

WHAT WE DO EVERY DAY

VISION

WHAT WE NEED TO GO TO
FOR OUR FUTURE STATE

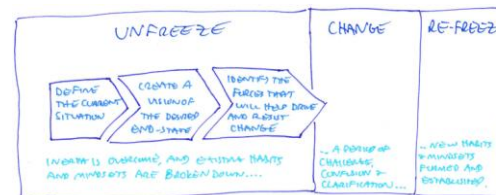
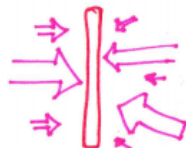


GAP ANALYSIS

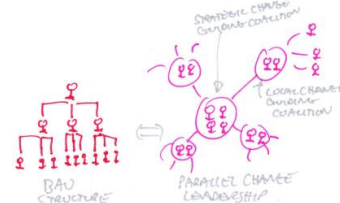
	7-5	CURRENT STATE	FUTURE STATE	CHANGE GAP	Why/Barriers to Change	Potential/Change Activation
Strategic Direction						
Strategic Objectives						
Strategic Initiatives						
Strategic Projects						
Strategic Systems						



FORCEFIELD ANALYSIS



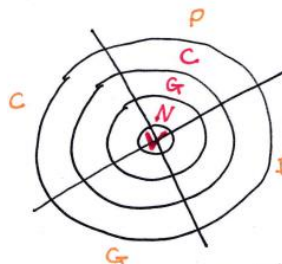
Three step model Lewin 1951



Dual operating system
Kotter 2012

SEGMENTATION:

- C - CUSTOMERS
 - P - PROVIDERS
 - I - INFLUENCERS
 - G - GOVERNANCE
- OF THE CHANGE



STAKEHOLDER RADAR

- V - VITAL TO CHANGE
- N - NECESSARY ...
- G - GOOD TO ...
- C - COUSINEOUS ...



EMPATHY MAPPING

PERSONAS:

MEET <NAME>; UNOFFENSIVE
STEREOTYPE - DESCRIBE WHAT
IT FEELS TO THEM TO MAKE
IT ALL FEEL REAL TO YOU!



EMERGENT CHANGE - GOOD FOR CULTURE CHANGE:
AN ORGANISATION IS COMPLEX - ADAPTIVE &
NATURALLY CHANGING - JUST NEEDS TO MAKE IT WORK.

KOTTER'S 8-STEPS

1. ESTABLISH SENSE OF URGENCY
2. CREATE GUIDING COALITION
3. DEVELOP A VISION & STRATEGY
4. COMMUNICATE CHANGE VISION
5. EMPOWER EMPLOYEES FOR BRUIN ACTION
6. GENERATE SHORT TERM WINS
7. CONSOLIDATE GAINS & PRODUCE MORE CHANGE
8. ANCHORING NEW APPROACHES IN CULTURE

GOOD FOR MACHINE, POLITICAL, ARCHITECTURE
SYSTEM METAPHORS - NOT GOOD FOR OTHERS!

Eight stage approach to strategic change
Kotter 1995

ROLES

IDEA GENERATOR

DEVELOPS IDEAS & PREPARE
TO SPONSOR

SPONSOR

LEGITIMISES & APPROVES
CHANGE. ROLE MODELS
SEVERAL LEADERSHIP

LIVE MANAGEMENT

ACTIVE ADVOCATE
GET ON GUARD &
LOOK AFTER

CHANGE MANAGER

BRINGS EXPERTISE
INSIDE IMMATURE TEAM
AMBASSADOR MATURE TEAM

CHANGE AGENTS

ANYONE ACTING
INTENTIONALLY TO HELP
THE CHANGE. CONNECTS
LM TO OTHERS. THE
GLUE AND THE CATALYSTS.

TARGETS

THE PEOPLE WHO HAVE
TO CHANGE!!

Roles in change
O'Neil 2007 referencing
Conner 1993

PEOPLE NEED TO HEAR ABOUT
CHANGE FROM 2 PEOPLE:
• MOST SENIOR PERSON
• THEIR DIRECT LINE MANAGER



CHANGE IS LIKE A
TREE - SOME THINGS FERTILISE
IT (WATER) SOME THINGS
HINDER IT (DROUGHT) -
ALL GROWTH THROUGH
• BEING TO GET TO
END GOAL

Systems thinking model Senge 1999