




Landing transformational change

Key action points for practitioners

Designing the transformation	 Reading and rewriting the context	 Aligning strategy and culture	 Delivering radical change opportunistically
	Evaluate the organisation's change context	Recognise need for culture change in transformation	Tolerate tensions, open debate and differences in the top team
	Determine aspects of context that hinder desired change	Design new culture to support new strategy and spell out new culture in tangible terms	Foster constructive challenge
	Build interventions to reshape the context to remove barriers in the first phase of change	Embed interventions to deliver culture change into execution plans	Be willing to exploit happy accidents and opportunities
	Build organisation change capacity	Focus interventions on formal but also informal aspects of organisation	Grasp even incremental opportunities leading in the right direction, using them as a wedge to develop larger-scale change
Role-model the change			

Techniques for building understanding	 Ambiguity and purposeful instability	 Narratives, storytelling and conversations	 Physical representation, metaphors and play
	Build ambiguity and purposeful instability into the change initiation phase	In workshops develop shared change narratives which capture and develop a shared understanding of new strategies	Continue to represent any new culture through symbols, stories, language and rituals
	Use ambiguity to allow for diverse engagement with the vision	Use narratives and storytelling to help others translate new strategies into specifics	Use physical objects, such as drawings, objects and prototypes, to support conversations about the future organisation
	Use ambiguity to encourage questioning and participation in defining the future state in meaningful ways	Create storytelling materials such as story books, comics, cartoons and characters	Through techniques such as model-building and rich pictures, introduce serious play into strategy and change workshops
	Ambiguity by design as a temporary state: establish clear goals rapidly	Link to theatrical performance to bring change stories to life	



Relational leadership

See leadership as a practice and process based on establishing good relationships with all stakeholders

See leadership more as service to the business rather than as an exercise of individual power

Understand that people follow and trust leaders who they can relate to on a personal and human level, however senior or distant they might be



Building trust

Recognise trust as a valuable commodity in change management

Ensure that leaders demonstrate ability, benevolence, integrity and predictability in order to demonstrate their trustworthiness

Continuously monitor levels of trust through, for example, employee engagement surveys; invest in interventions to ensure that the 'bank' of trust is constantly renewed, such as HR and L&D practices that promote justice and fairness



Voice, dialogue and rethinking resistance

Understand greater expectations of democracy in workplaces: questions are legitimate, not 'resistance'

Recognise the value of two-way dialogue alongside top-down communication to help employees make sense of the proposed change in their own jobs

Facilitate dialogue and legitimise questioning through processes such as town hall meetings, web forums and forms of staff representation such as works councils



Emotion, energy and momentum

Recognise emotional responses may relate not just to change content but also to nature of relationships with those managing change

Bring emotional responses into the open and acknowledge them

Choose individuals to lead change who will create a positive buzz

Design the change process to maintain energy and momentum

Monitor and map change momentum and energy levels