



Change Management Cards

Concept

There are a large number of books featuring their own “recipe” for successful change management. Each of them, when read on its own, sounds sensible and has some degree of supporting evidence.

But they can't all be right. And they won't all be right for *you* in your situation.

We have identified 24 different change elements from the following books:-

- Secrets to Successful Strategy (Nielsen et al);
- Switch (Heath brothers);
- Influencer (Grenny et al);
- Heart of Change (Kotter);
- HBR's Top 10s: Change Management
- McKinsey's How to beat the transformation odds

We invite you to use these cards with your leadership team to identify and agree on the top priorities to execute successful change.

How to use the cards

First, print them out and cut them into a pack of 24 cards.

Then, split your team into groups of 3-5. Give each team a complete set of the 24 cards and ask them to pick the top 5 in order. Then bring teams back together to discuss and agree a final collective top 5. Use these to make specific plans under each agreed area. Additionally:-

- Make sure each member of your team has the chance to have their say
- As leader, be open to listening and changing your mind based on your team's views
- Look for previous successful (and unsuccessful) change efforts within the company to identify the priorities
- The cards can be re-used to manage priorities as the transformation unfolds

Benefits

Take the wisdom of multiple change experts and easily tailor it to your business

- Successful teams capture everyone's views – these cards facilitate it
 - Successful meetings have structure and avoid going around in circles – these cards add structure
 - Successful change management requires paying attention to a variety of tactics – these cards help deliver agreement on which tactics to attend to right now
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Visible Exec alignment

Get the Executive team in true alignment on the need for change, role model desired behaviour changes

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Decision rights

Be clear on who owns which decision

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Harness influencers

Get key influencers buy-in first, don't try and get everyone on board

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Feel the change

Create emotional appeal by dramatizing the consequences of changing (or not)

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Let them be heard

Allow staff to feedback and input to change strategy and plans

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Tangible vision

Staff must be able to literally see *themselves* in the future version of the company

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Urgency

Be clear on the urgency for change & consequences of not changing

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Specific destination

Create an end point which is very specific and feels achievable e.g. +20% customer sat. by 12pm 1st July

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Critical behaviours

Focus on behaviours which are the critical ones to achieve change

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Show me my KPIS

Clearly relate the change to my role, and show me my KPIs

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Celebrate small wins

Deliberately create and celebrate small successes. Ensure people get feedback on progress.

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Remove obstacles

Be seen to empower staff by removing obstacles to change – people, systems, structures

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Skills development

Training & coaching to support changing behaviours

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Real change today

Chunk the project down and apply changes to real work as soon as possible, don't keep it abstract

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Bright spots

Examine where change has gone right before, and replicate the reasons

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Social pressure

Apply peer pressure and competition by showcasing successes from other departments

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Social ability

Encourage peers to help each other learn and apply new behaviours

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Punishment

If necessary, call out examples of disruptive or divisive behaviour

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Call on Purpose

Relate the changes to your company's Purpose, Mission or Vision

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Eliminate vested interests

Identify and eliminate the reasons not to change

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Economic benefit

Spell out the economic benefits of change in a compelling rational argument

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Project Management

Have a solid step by step plan for the change, and frequent check ins

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The score card

Be seen to measure change and regularly report back on progress

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Test & learn

Forget the big strategy, jump in and try some new approaches. Measure their success.