



14 Guidelines for Leading Successful Change

1: Guideline for Securing Executive Commitment

Encourage executive support of a project by making it as painless as possible for the leadership team to commit to, and stand behind the program. When executives are busy or have historically had a short attention span, get approval early in the project to package and deliver strategic communications on behalf of (or jointly with) the executive staff

2: Guideline for Project Scheduling

To avoid change fatigue, schedule process improvement projects in a series of short initiatives separated by rest breaks

3: Guideline for Defining Project Benefits

Define initiatives in terms of measureable business and culture objectives. Throughout the project measure business and culture achievements and report any remaining gaps

4: Guideline for Effective Communication

Create a communication model that builds program support incrementally at all levels of the organization. Focus on short, targeted, culturally-compliant messaging

5: Guideline for Determining Project Effort

Task change teams with the majority of project activities. At the start of a project, accurately estimate workgroup participation and the amount of time employees will spend on project related activities. Throughout the initiative, track and manage workgroup effort related to the project. Maintain workgroup participation within targets, and limit disruption of normal business activities

6: Guideline for Process & Culture Engineering

Incorporate culture engineering into every step of the initiative. Tailor new business processes to the culture of the organization. Aim for “best fit” processes that work within the organization. Avoid “best practices” that might have worked in another company. Validate all new processes, technologies, and training components for culture compatibility before implementing them

7: Guideline for Selecting an Conceptual Model of Organization Dynamics

To change your organization you must change your perspective from looking at the organization as a group of smart people who aren't always on-board with your program to looking at the organization as a system that organizes the behavior of the people within it to maintain operating stability at all cost

8: Guideline for Changing the Behavior of Work Groups

Changing how people do things means changing performance through process improvement, training, and mentoring. This process requires modifying the behavior of employees one person at a time. It takes a lot of time and energy. An easier way to change the behavior of groups is to change the rules people follow. Changing the operating rules mobilizes an entire work group and changes their behavior at one time—often without anyone realizing that the rules have been change.

9: Guideline for Implementing Change

To increase speed of delivery, business process change and culture change must go hand in hand. That means you must bundle process change with culture change. Chunk project deliverables into culturally compatible components and roll chunks out incrementally to maximize change assimilation and minimize pushback and change resistance

10: Guideline for Selecting & Applying a Change Methodology

Select a change methodology that includes tools for process, technology, and culture change. Dynamically tailor the change methodology to conform to the scope of the project and the evolving needs of corporate culture

11: Guideline for Maximizing Change Adoption During Rollout

Bundle changes in packages that don't are easily adopted. That way new processes and technology won't trigger change resistance, pushback and sabotage

12: Guideline for Setting the Duration of Process Improvement Projects

Organizations tolerate change temporarily. Don't schedule any project longer than culture allows because culture attacks any projects that exceed those tolerances. If necessary, break large initiatives into small projects

13. Guideline for Leading Initiatives Launched by New Management Teams

Newly hired executives either fit in or leave the organization within 24 months. Plan projects to finish within the expected “executive tenure”

14. Guideline for Using Corporate Handbooks as a Source of Rules

Most rules in corporate handbooks don't accurately reflect corporate culture. When it comes to culture, it's what actually happens in the organization that counts most. The most important behaviors are rarely documented. Persistent behaviors occur because they are rewarded in some way. This is especially true of crazy, dysfunctional or destructive behaviors