



## 5 Tips for the Reliable Implementation of Change

### Tip # 1: Design processes to be culture friendly

Every organization has a dominant culture and many sub-cultures. Understand organization culture and design new business processes and technology to be culture-friendly in each sub-culture touched by an initiative. If changes are culturally compatible, they will be readily accepted by the people who have to use them

### Tip # 2: Include “culture keepers” in design sessions

Every company has guardians of corporate or group culture. These folks know more about what works in an organization than anyone else. “Culture keepers” are often rejected from project meetings as disruptive agents. Sometimes outspoken Culture Keepers are fired when change agents (and their managers) don’t like what they have to say. Your best course of action is to invite them into process and technology design sessions and listen to them. Rely on their input to guide your around the ever-present pitfalls and to encourage adoption during the implementation of new processes or technology

### Tip # 3: Understand the comprehension of sources

Everyone has an opinion on culture and how culture impacts operations-management most of all. Validate all feedback on culture by analyzing how employees actually behave when things are going well and when the organization is under stress

### Tip # 4: Design, develop and implement agilely

Organizations know how to change. In fact, they are constantly changing. The problem is that the changes organizations make naturally are not often the changes that provide the operating benefits the organization (and its management team) needs to succeed in a competitive environment. To maximize the amount of change adopted in process or technology change projects, apply the organization’s “natural” change techniques

### Tip # 5: Select culturally compatible projects

To avoid pushback at the start of a project when the project team is most vulnerable, introduce processes and technologies that are compatible with corporate culture first. As your work proceeds and the organization becomes more agile, more difficult changes can be introduced with greater chance of adoption