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Why is there a crisis in change management and an imperative to create a paradigm shift?

Crisis is a strong word to use, and used with care not to demean its value, particularly when in the present day it is used so liberally when talking about the health service, national security and other matters, but here are some indicators which might explain:

1. Less than 1/3 of transformations succeed
2. Funds are poured into change and restructuring programmes each year by business regardless of past performance with change
3. 30% of employees believe they have experienced well implemented change
4. And the context is that 65% of global CEOs say they have proposed, planned or are undertaking a change programme

With the evident potential for resource squander that these figures demonstrate, and the need to operate in more socially and economically responsible ways, the word crisis seems appropriate.

The classic model of organisational change is one of the fastest, cheapest, closely directed where managers manage and employees follow, with as little employee inclusion and participation as the business can get away with, focussing on primarily financial indicators, and often as a result of shareholder pressure (external often)

What is rather needed is an integration between the business and its employees and an interdependence between the two where innovation, a rethink of the drivers for change, and more attention is paid to the promotion of newness alongside a differentiation from the past and we are seeing more forward thinking companies wanting to challenge the old model delivering specifically less control and more collaboration with the internal stakeholders driving the demand for change.

3 x Area which need a different approach to affect a successful change management programme

1. Find the right place to start using a unique set of diagnostic instruments
    a. What is the compelling value proposition for the change, what motivates the leaders does not motivate the employees
    b. Who are the most connected people and the most pivotal people to the change, for example role models
    c. Understand and focus exclusively on sustainable and not 'big splash' change, and from the start set a sustainability index for change which you can use to track ROI
    d. Ensure employees have the capability to change – skill set, resource, mindset
2. Collaborate, collaborate, collaborate.
    a. Control is great for producing efficiency, focus and discipline. Your new world must focus on adaptability, innovation, freedom, and collaboration.
    b. Ensure multi level inclusive parallel thinking during meeting and follow up phases where energy and time is focussed on whole team focus one challenge at a time rather than using typical model of discussion and

    c. Establish change architects who can lead and influence at all levels, make change matter and better, and build the muscle. Current study shows that 84% of organisations secure 50% or project participants from within, yet 77% of the same say internal employees have less than 6 years experience at change and 40% have the right skill set.

    d. Think about how you build the individual self-esteem of the employee and his/her trust in the company by for example discussing career or alternative opportunities.

3. Is the current employee engagement model fit for purpose

    a. Big changes in recent times which have impacted upon the employee relations hip with the employer

        i. A shift in the ethos of work

        ii. Job mobility is on the rise

        iii. Transparency has reshaped the market

    b. A very exciting development is in the area of predictive analytics where rather than focussing on past actions and second guessing the future, with predictive analytics we are more able to use the mass of information to provide greater assurance and certainty of future trends and behaviours

    c. Challenge the old truism that people leave managers not organisations – usually a combination of factors but recent research suggests leadership is 3-4x more like to influence a leaver than the immediate line manager

    d. Ensure a sense of urgency. Not panic, but is the sense of urgency for change in the company is at what we often see, below 10%, it will act as an anchor which at times of high seas, can be very dangerous if not stowed correctly

Very important to stress that taking the time in designing and implementing business transformation is not a blank cheque or a mishit when considering commercial performance or viability but rather the exact opposite. Traditional change usually is a response to external stakeholder pressure, whilst a true transformation process of a performance culture is internally generated and driven, where pressure is placed on each and every initiative to have an impact upon business benefit.

Finally, the reaction to the significant number of transformation programmes which Rialto has partnered with clients from CEOs and C-Suite leaders is that the approach is right, a key business need, and ensures all thin about change differently identifying the opportunities to collaborate and secure success

Some examples of where Rialto has impacted evidentially with transformation success:

- Turnover and profit improvement
- All employee contract metrics
- Redundancy cost minimisation
- Sustainability of change evidenced
- Multi award winning most recently 2014 international Global Award, Transition Consultancy of the Year