Creating the Conditions for Change
The power of collective action in strategy execution
The essential pre-conditions for change

**Business Value** is the anticipated end state outcome of a specific program or project for a client. It could be described quantitatively (e.g. a specific amount or number), qualitatively (e.g. increasing customer intimacy) or a combination of both.

**Ability** indicates to what extent the organisation and its people are capable to undertake and sustain the change.

**Willingness** describes how much leaders and employees understand, feel a sense of ownership and show commitment to the change agenda.

Effective **Change Leadership** is the essential pre-condition for change in organizations. Leaders’ ability to influence the conditions and drivers that influence ability and willingness on the part of the organization as a whole is the reason for their central position in our thinking.
Our research journey
How can we as leaders create the conditions for change?

1. **Believe**
   - Understand levels of commitment to achieving program goals
   - Informs level of engagement required for different stakeholders groups and approach to change leadership program

2. **Belong**
   - Determines what levels of the organisation people affiliate with
   - Informs engagement channels and leader action plans

3. **Behave**
   - Determines how people want to be led through change
   - Informs the prioritisation of change leadership capabilities

4. **Able**
   - Kotter’s 8 Step process for leading change

- 8. Make it stick
- 7. Don’t let up
- 6. Create short term wins
- 5. Empower action
- 4. Communicate for buy-in
- 3. Get the right vision
- 2. Build the guiding team
- 1. Increase urgency

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Why bother?

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<tr>
<th>Early data analysis shows us that acting on your As One results will help you to increase the financial performance of your business</th>
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<td><strong>A higher alignment of Behaviour…</strong></td>
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<td>… above average net revenue growth</td>
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<td>… highest gross margin, within the cluster</td>
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<td><strong>A high level of Belief…</strong></td>
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<td>… above average revenue growth</td>
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<td><strong>A high sense of Belonging…</strong></td>
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<td>… high level of employee engagement</td>
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Believe – what direction people will commit to

Focusing questions....

• How committed are you and the people involved in the change to achieving your organisational goals?

• Have we reached the tipping point on each goal?

• Can you identify and manage the distinction between those groups who are unaware of your goals and those who are undecided?

• How can you identify and manage groups of people who are overtly opposed to your goals?

• Do people involved in the change understand the value proposition and organisational goals?

...builds understanding

1 Low commitment levels can indicate where additional change efforts are required, high levels – where change agents exist

2 We need a critical mass of people to be committed to each goal

3 People have different levels of commitment to specific goals
Measuring Belief
Definitions for levels of commitment

Committed
…you are doing whatever it takes to achieve this priority

Supportive
…you support this priority, but personally have not done much towards achieving it

Undecided
…you understand this priority but need to know more to decide whether or not you support it

Unaware
…you are not aware that this is a priority

Opposed
…you do not support this priority as you don’t believe it is achievable or in the organisation’s best interests
Belong – who people connect with

Focusing questions....

• What ‘tribes’ exist in your organisation?
• Who do people involved in the change feel most connected to?
• Do your existing communication and leadership behaviours align with the behaviours of the ‘tribes’?
• How can you leverage the ‘tribes’ to deliver the changes more effectively?
• Where is urgency needed in the organisation?

...builds understanding

1. We can understand where it will be more challenging / easier to implement change

2. People are most likely to act on behalf of an organisation that is the strongest part of their identity

3. People have different degrees of affinity for different levels of an organisation
Behave – how people will collaborate on the change

Focusing questions....

• What would be the best way to work together to deliver the change?
• Is there a gap between perceived and preferred ways of working?
• Do leader and follower ways of working compliment each other?
• Does everyone understand the best way of working to achieve each of our key tasks?

...builds understanding

1 Archetypes identify the various ways in which collective leadership is exercised

2 Identifying mismatches in leaders’ and followers’ ways of working can inform what interventions are required

3 Provides a common language and understanding around different ways of working
Ways of working – 8 archetypes
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