

**Deloitte.**

Riding the waves of change  
Building an internal  
change capability



# Building your organisation's change capability

Leading organisations periodically make large investments in keeping their business model relevant. Almost all of these investments result in some change or another. Unfortunately, organisations do not always extract value from these changes because they lack a consistent, sustainable change capability built within their organisation.

**Whether due to globalisation, new technologies, regulatory factors, increased competition, changing consumer profiles or a host of other factors, organisations will typically have waves of change initiatives to drive new operating models, technology implementation, customer service, cost reduction and process improvement.**

Sadly, changes are often poorly integrated or simply falter before proper attention has been paid to sustaining behaviour change. This is often due to the fact that a typical employee faces an overflow of change and communications campaigns, events and messaging on a daily basis, and this rapidly changing

work landscape is not holistically considered. Going beyond ad hoc or project-based change management to building a consistent internal change language and capability in an organisation can be a significant factor in enhancing the success of change initiatives, and ultimately enabling an organisation to "out-change" competitors.

**This means building the capability of leaders to lead change, project managers to manage change, change practitioners to plan and implement change, line managers to guide people along a change journey and individuals to adapt to and grow through change.**



# Five key factors to building institutional change capability

Our experience indicates five key factors to building institutional change capability:

**1. Create the “swell” to enable a consistent, cohesive change story and case for change.**

What’s our purpose, our ideal and vision that guides all of our transformation initiatives? And why must we move from where we are today? This should guide and infuse the messaging for all change initiatives.

**2. Create an integrated change journey, a single view of changes across the organisation.**

A leading consumer services firm has introduced the concept of waves of change. This meant that by understanding the drivers of various change initiatives in the business and when they were taking place, they could prevent a “tsunami” of change initiatives taking place at one particular time, but instead plan and schedule constant, predictable and manageable waves of change within the business. The result - a stronger adoption rate and less change fatigue among employees. Deloitte has found this to be a powerful tool to create stakeholder-based change calendars; for a particular role or workforce segment, and understand what the sequence of change projects and events over the next year is.

**3. Create a common lingo, a language and framework to guide change efforts across the organisation.**

Time is wasted and confusion created over discussions of definitions and completion of templates; it is much more important to actually relevantly connect with the stakeholder than waste precious time arguing semantics about whether to use a stakeholder map versus a stakeholder matrix. Translate this into a useable outcomes-based toolkit with standard processes, templates, tools and tips underpinning each element of your change framework.

**4. Create a dedicated change governance and delivery focus in the organisation.**

This can be resource light and supplemented if required by variable resourcing, but enables a single point of ownership for change management practices across the organisation. Despite having the Change Framework, no change project is ever the same. Hold meetings or communities of practice where practitioners can share success stories, offer advice and ideas.



**5. Clarify roles and responsibilities for successful change and build capability to effect these roles.**

Executive sponsors, change practitioners, line managers and staff all need to know their role in a successful transformation. These will range from technical for example (defining change impacts, to behavioural (for example, inspiring, engaging and influencing) skills and capabilities.

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## Deloitte named a global leader in Change Management by Kennedy

Deloitte has been named a global Vanguard Leader, based on capabilities by Kennedy in their Change Management Consulting Market Report.

# How can we help you?

Deloitte can help you to build a common change language, method, infrastructure and capability in your organisation.

This is a simple change approach customised to your business needs with a practical toolkit that delivers an effective change solution including:

	Clear and effective change governance processes
	A single approach, common language and understanding regarding change
	Practical and easy to use (plug-and-play) change tools
	A platform of "go-to" people for change-related queries and an opportunity to share lessons learned
	Training to help leaders to drive change more effectively, project managers and change practitioners to plan and implement change and employees to adapt and grow through change

**For more information on how Deloitte can help you derive value from your transformation investments, contact:**



**Gill Hofmeyr**

Deloitte  
+27 83 374 9968  
ghofmeyr@deloitte.co.za



**Jissille Pillay**

Deloitte  
+27 71 801 9787  
jpillay@deloitte.co.za

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