

Why Change doesn't work!

Headline embraces John Kotter's observations on why change initiatives in so many organisations fall adrift. John P Kotter, a world renowned expert on Leadership and Change, suggests the following reasons that Organisational Change often fails:

- Failure to establish a sense of urgency about the need for change
- Failure to create a powerful enough guiding coalition that is responsible for leading and managing the change process
- Failure to establish a vision that guides the change process
- Failure to effectively communicate the new vision
- Failure to remove obstacles that impede the accomplishment of the vision
- Failure to systematically plan for and create short-term wins
- Declaration of victory too soon. This derails the long-term changes in infrastructure often needed to achieve a vision
- Failure to anchor the changes into the organisation's culture

Headline runs workshops on Managing and understanding Change and offers consultancy and Project support to organisations engaged in key change initiatives. Experience with different clients has shown that managers who cope well with change frequently have important qualities that distinguish them:

- They do not expect to be regarded as the technical expert
- They understand the relationship between efficiency and human relations
- In respect of superiors they base respect on their contribution and ability
- In respect of subordinates they treat them as members of teams seeking to achieve common goals
- In decision making terms they rely on evidence rather than on experience

An essential precondition before embarking on any change initiative is precise determination of the desired goal i.e. What exactly are we trying to achieve? What change are we trying to bring about? and What will it look like?

Until these questions are answered we can only really achieve our goal by accident!

Seven Unchangeable Rules of Change

- People do what they perceive is in their best interest, thinking as rationally as circumstances allow them to think
- People are not inherently anti-change. Most will in fact embrace initiatives provided the change has positive meaning for them.
- People thrive under creative challenge, but wilt under negative stress.
- People are different. No single 'elegant solution' will address the entire breadth of these differences.
- People believe what they see. Actions speak louder than words, and a history of previous deception magnifies present suspicion.
- The way to make effective long-term change is to first visualise what you want to accomplish, and then inhabit this vision until it comes true.
- Change is an act of the imagination. Until the imagination is engaged, no important change can occur.

“Don't be afraid to take a big step when one is indicated. You can't cross a chasm in two small steps”

David Lloyd George

Contact us if you would like to discuss your organisation's change initiative further.