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**Ways to bring your
people with you**

A guide to making change with
conscience & purpose

“Give people wings and you’ll be surprised how many of them can, want to, and will fly.”

Javier van Engelen Sousa,
Chief Financial Officer

Our Guide lists 44 ways to help you lead your team through organisational change.

This book is the collective work of the Four Points team, our clients and friends – all from different industries, functions, countries, cultures and age brackets, bringing together our real-life change management experience and insights from different perspectives.

This short book gives you relevant and practical tips to support, inspire or simply give you a sanity check as you strive for business improvement.

Some things in this book may seem obvious, yet other ideas may be brand new. However, we promise these tips will help you take your people with you on your journey of change.

Managers are expected to sustain a relentless pace of work whilst making high profile decisions and maintaining quality leadership.

To bring your workforce with you on your organisational change journey you'll need to ensure that you're energised and clear on what you want to achieve.

Here are some reflective questions, comments and insights to help you reach your goals.



1. Have backbone and heart to make the right decisions

Your team will need you to be compassionately ruthless at times, especially when the going gets tough.



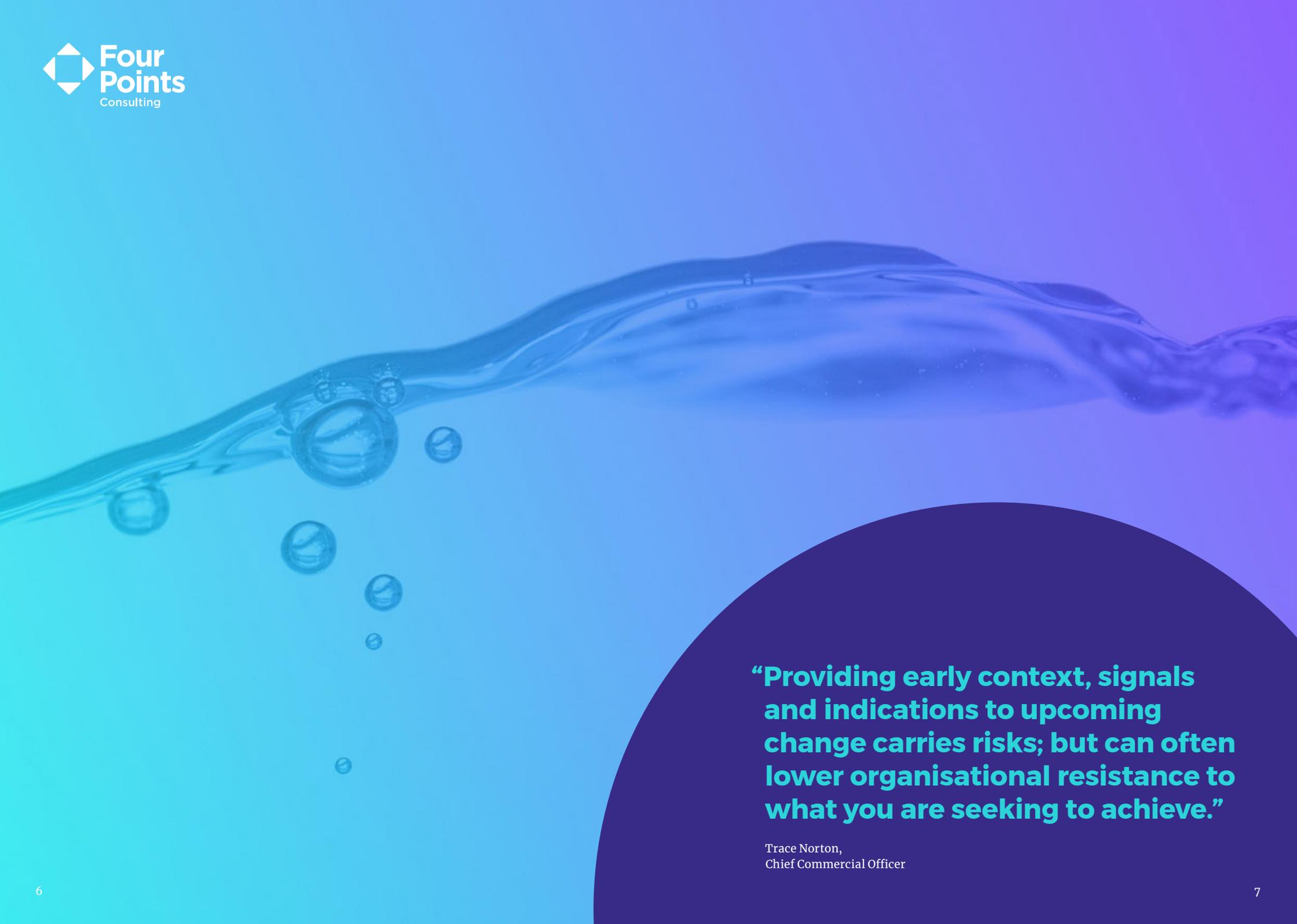
2. Use your intuition...

Don't ignore the niggling voice inside you. Listen to it and act accordingly.



3. Am I Truly Committed?

Be honest with yourself on how committed you are to what needs to be done. What do you need to see or feel to be 100% committed ... because your conviction will show through.



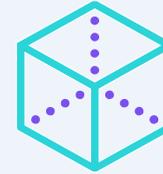
“Providing early context, signals and indications to upcoming change carries risks; but can often lower organisational resistance to what you are seeking to achieve.”

Trace Norton,
Chief Commercial Officer



4. Have an 'energy' strategy.

If you are not feeling energised then your team's energy will suffer and your achievements won't be as great. Think about your personal energy, leadership energy and organisational energy and make a plan.



8. Get an outside perspective

Ask for an objective view on who you are, what you are doing and where you are going.



9. Know when to stop and to move on

Accept that your success rate across projects and tasks will not always be 100%.



10. Humans are by default rational and emotional

Accept that both these traits complete us and do not ignore either one.



5. Ask yourself, who can help me?

Or, how can I help you? Sometimes we feel alone or that we 'should' know or 'should' be able to do it. Reach out.



6. Press "Pause"

Truly learning from failure and from success needs proper reflection. Pressing 'pause' for yourself and others can help gain the perspective and insight to make positive changes for the future.



7. Include failure in your plan

Failure is a spring board to learning.



11. Be patient

People like to talk about change, but do not always like having to change.

“The fundamental driver of change is purpose. I find purpose in improving the everyday lives of other people, most often customers and colleagues. Anchoring change in conversations that I’ve had with them, and the resulting insights, is the most compelling change management strategy I have encountered.”

Rafael Orta,
Tech Executive

Many valuable individuals make up the teams that will deliver your organisations' goals. Today's workforce is a blend of contingent and permanent workers, of all ages, genders and locations.

An agile and diverse workforce can bring great benefits to an organisation. Managing them, making them a true team and unlocking their very best is the key challenge for leaders.



12. Keep middle management engaged

Give them skin in the game and keep them fully informed so that they are able to effectively manage their teams.



13. Have we defined and then acquired the right skills in the team?

Question this as early as you can. Don't just assume that there is no skill gap.



14. Get to know your project team

Understand their skills and their strengths and guide them to collaborate in an effective and efficient way.



15. Keep your contingent workforce focused

Measure them on outcomes, plan their workload, ensure transfer of skills and manage their exit.



16. Change is uncomfortable

So empathise when you ask your workforce to step outside their comfort zone. Discomfort is a sign that change is happening - make sure you remind yourself and others about this.



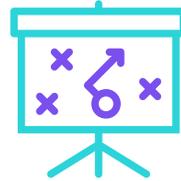
20. Focus

Do a few changes at a time and do them well.



21. Communicate

Always communicate more than you think you need to.



17. Don't assume that project sponsors have the skills to be effective

Or even understand what they need to do. Invest in their training and development.



22. Allow people to contribute in their own way

The first to respond does not necessarily have the best response/ idea; allow introverts time to respond.



18. Agree accountability

Clearly define roles and who delivers what before you start your change journey to avoid conflict later on.



23. Source the best people

The success of a project is strongly dependent on the quality of the people who work on it.



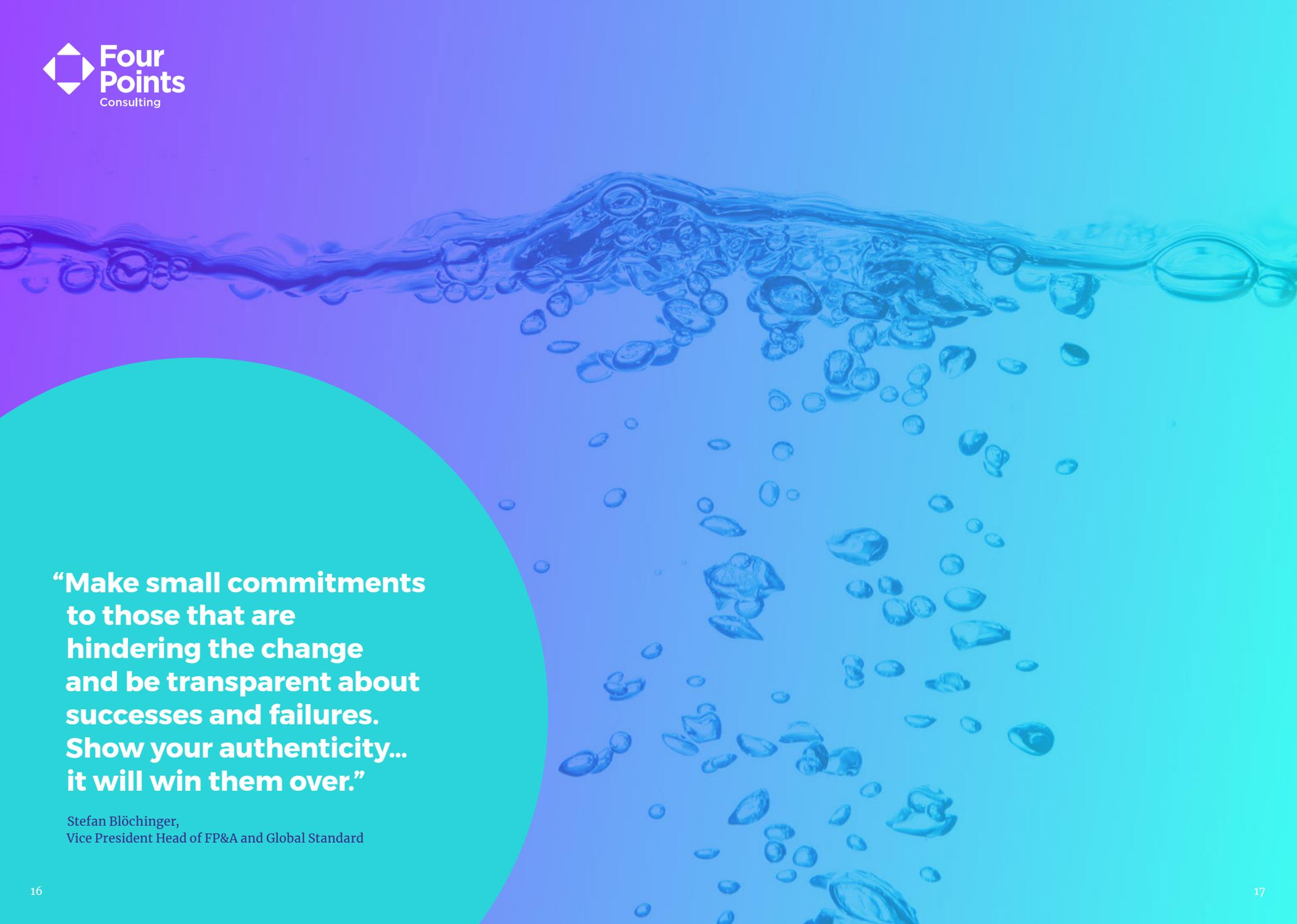
19. Make choices

Make sure what you are doing is progressing the business in the right strategic direction, and is not just change.



24. Keep your operation flowing

Be clear how you'll keep your day to day operations running before embarking on any change implementation.



**“Make small commitments
to those that are
hindering the change
and be transparent about
successes and failures.
Show your authenticity...
it will win them over.”**

Stefan Blöching,
Vice President Head of FP&A and Global Standard

It's easy to go through the daily motions of eat, sleep, work, repeat. And often, as our autopilot takes over we don't challenge the obvious.

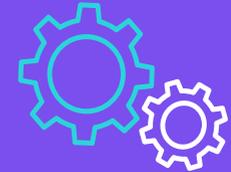
Offering clarity and empathy to your workforce will energise, connect and motivate them to join you on your business improvement journey.

Take a moment to reflect on how to boost productivity to give you more chance of collectively delivering success.



25. Do your hardest tasks in the morning

This is when you and your colleagues are most alert.



26. Keep things moving

Even if it is slower pace, on a smaller scale and at a lower intensity. It is easier to keep moving than to stop and restart.



27. Understand the best time of day to catch people

Avoid busy times or times where their energy could be low.



28. Expect curve balls

Projects very rarely run smoothly.

“Change can be sparked by pain or inspiration. The two are needed in a perfect blend to get things started. But vision of what could be and belief in the proposed change is what makes people open to new possibilities.”

Emmanuelle Gmür,
Global Head of HR



29. What gets measured gets done

Make sure individuals and teams have objectives, measures and targets to keep them focused on the right outcomes.



33. Keep agile

Design your change projects in a way that gives you responsiveness to disruption.



30. Keep meetings to the point

Shorten meetings or they may get filled with unnecessary agendas.



31. Start your meeting with a one minute focus on breathing and physical presence of all attendees

It will do miracles in making your meetings more effective and efficient.



34. Constantly ask yourself, "Is this right for us?"

Don't follow the crowd or get lured by the latest fad/fashion of tools unless it's right for your organisation.



32. Continually find smart ways to re-energise longer term projects

Keeping things fresh and focused is more likely to deliver success.



35. Ask yourself what is the point?

Stop and reflect, does this change truly add value to the customer or the organisation?

Often organisations deliver large scale business improvement successfully for the short term; but unfortunately (and unintentionally) without the realisation of any longer-term benefits.

Leaders often focus on driving change through the creation of “change projects” rather than fostering a “change environment”.

To bring your people with you, design your organisation for success. Creating a culture where your workforce feels confident and empowered and accepting of change as a commitment. Here are a few tactical things you can introduce to help foster a change environment and encourage your people to engage with and support organisational change.



36. Spend your ‘breaks’ socialising with colleagues

Information and concerns often get aired in informal settings. Coffee machine conversations can be really insightful.



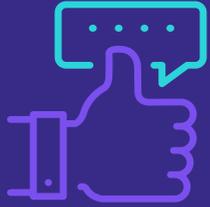
37. Introduce a “headspace” day...

Consider making one day a week free of meetings and encourage remote working.



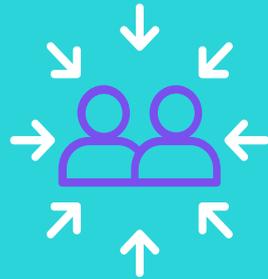
38. Most people won’t understand your first communication

Get used to repeating yourself a lot and don’t get frustrated about it - it’s normal.



39. Make it your mantra to give and receive feedback

It's key to making improvements.



40. Strengthen in-team relationships

Create an environment where openness and honesty build empathy, and in turn strengthen the team to achieve their collective goal.



41. If you are not successful be honest and don't cover things up

Your organisation will know anyway and you'll earn more respect for being honest.



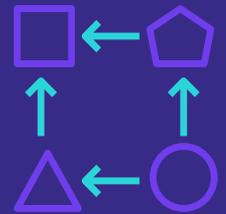
42. Listen to your sceptics

Make sure you know where they are coming from, and check with them that you understand them correctly.



44. Spend time managing relationships

It's just as important as managing tasks... especially the difficult ones!



43. Communicate change in a digestible way

Communicate changes in a way that people can digest what's happening and why. Don't let the formality of change obscure the real messages behind the intent.

“For people to go with you on any journey, and change is definitely a journey, they have to Know, Understand, Believe and Act (KUBA). Everyone’s KUBA is at a different pace and needs different depths of interaction and style. As a leader you have to adapt with the team’s needs, and ensure that the people you wish to go on the journey with, are supported and appropriately guided through each of these stages..”

Karen MacKay,
Chief Financial Officer

Thank You.

This book is a collective work, with input from many of Four Points' clients, friends, associates and team members.

We thank them all for their significant contribution to the book and for giving their authentic opinions, practical tips and insight.

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How we can help your business change

Our services are designed to help businesses thrive ...
for outcomes that matter.



Strategy

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Practices

Enhancing your operating environment



Change

Creating change impact



Leadership

Coach-advising' for a healthy culture

**Get in touch to see how we can make change happen
with conscience and purpose.**

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