

Accelerating change

A guide to making change happen

“Managing change means managing scope, time, quality & cost. In this short guide, we focus on the time dimension... Accelerating Change. But remember... keep the other 3 dimensions in appropriate balance.”

Ravi Rai
Managing Partner



Every organisation is ‘doing’ change. And as more organisations do more change, the effectiveness of the change is less about ‘what’ needs to be done and more about ‘how’ best to do it. The internet is rife with ‘change models’, each with its niche but essentially all advocating the same basic principles. We know for sure that the reality of sub-optimal change is therefore not down to organisations and teams not knowing what to do; it falls to the reality of how the principles are applied; how well the softer aspects of the change are being managed and the quality of the execution itself driven both by the capacity and capability of the people involved in the change.

Typical signs of a change that is in distress include:

- **Consensus decision making - all it takes is for one person to disagree and progress stifles**
- **Fragmented and multiple stakeholders - which shadows the true accountable owner.**
- **Leaders who are visible at the outset but then stop attending reviews and asking critical questions.**
- **Poor planning being disguised as 'being agile'**

As a consequence, many organisations find themselves in a need to **accelerate** their change, either due to market conditions or because of initial efforts that haven't materialised in a pace or quality that is delivering outcomes that were designed at the outset. So we bring to you **'The 4x4 Change Accelerator'** based on the real-life experiences of the Four Points team and a number of Senior Leaders, all of who have been at the coal face of designing, delivering and accelerating change.

4x4
**Tips to
Accelerate
Change**

1x



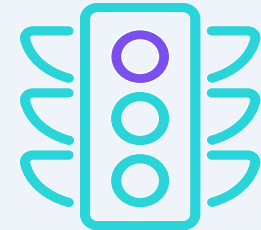
FOCUS

- ▶ Understand what the true nature of the change that is required... not just what is written in a scoping document... so you can narrow in on the critical work that needs to be done.
- ▶ Decide early on what is not going to be done so that change is not put on top of everything else. It shows your true committed to the change.
- ▶ Be super clear on scope... break down into manageable 'packets' if it's too big.
- ▶ Don't seek perfection. Accept solutions that are more than good enough and iteratively improve them once deployed - Tim Bower

“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

2x



GOVERNANCE

- ▶ Are the right people consistently attending reviews? If not, it could be an early indicator of disengagement.
- ▶ Check what kind of questions are being asked by Sponsors. Does that reflect the level of engagement you need at this stage?
- ▶ Have the heart and backbone to make the tough, but the right decisions, and stick to them. Donna Burns
- ▶ Keep a check on how quickly decisions are being made, so they do not build up causing wider delays.

3x

ENGAGE

- ▶ Understand the appetite for change. Why have other changes succeeded and failed in your business? Determine the speed of change the culture can handle and use that to build the journey so it is stretch but also realistic. Manish Gajria
- ▶ Use new ways to communicate so that it looks and feels different, or else it will get lost in all the other messaging.
- ▶ Address resistance head-on before it spreads. Find out why people are resisting as there could be some real insights to help you manage the change better and faster.
- ▶ Take time to engage with middle managers. It will be their daily actions and behaviours that will reinforce the change during implementation, so give them the information they need.



4x



CAPABILITY

- ▶ It's a cliché, but resource right ... allow people to focus on the change OR the day-to-day operation, not both. They require different skills, operating modes and perspectives. Trace Norton
- ▶ Remember that people in operational roles (BAU) may not appreciate the dynamic/speed required in the change, so get them appropriately on-board.
- ▶ Don't over-analyse during implementation. Now is the time to keep the belief and push ahead with the plan.
- ▶ Share your failures (which may be personally and emotionally uncomfortable) ... but honesty drives greater commitment from your team and they will step up.

“Set the ambition and let the team determine the best path... allow their creativity and energy to find the fastest most effective route.”

Manish Gajria
VP Product

4x tips in keeping yourself “in-check” during major change:



1. Stay organised in whatever way makes sense for you... so you can be clear and focused on the team.

Donna Burns



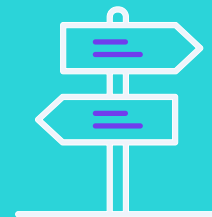
2. Keep it simple by focusing on: What are we trying to do? Why are we doing it? Who is doing it?

Trace Norton



3. Have your own support network set-up. They will challenge you, tell you the truth, ensure you are not over burdened and that you maintain your routines/disciplines.

Andrew Bidnell



4. Be decisive ... as indecisiveness invites resistance.

Tim Bower

4+4

Qualities of
people that make
fast and effective
change happen:

1 Can deal with ambiguity.
Paivi Rekonen

Have an outsider perspective to
ensure what we do is relevant.

Donna Burns

2

3 Inner drive because they believe
in what you want to do.
Trace Norton

See their roles as being a Catalyst...
to support those that are doing the change.

Steve Cabrera

4

5 Able to keep perspective when
under pressure.
Tim Bower

Understand the context and adapt
their approach accordingly.

Manish Gajria

6

7 Good judgement, constantly validating “is
what I am doing getting us to the right end?”
Cameron Bird

Stay calm and find solutions ... getting to
the end point without a fuss

Vicky Greensit

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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.

With special thanks to:

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How we can help your business change

Our services are designed to make business improvement relevant and simple.



Accelerating Change

Helping you make the right changes, in the right way.



Performance Turnaround

Identifying and rooting out the causes of poor business performance.



Strategy Development

Creating sustainable change with long-term benefits.

Get in touch to see how we can make change happen

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