



AC CHANGE MANAGEMENT MODEL

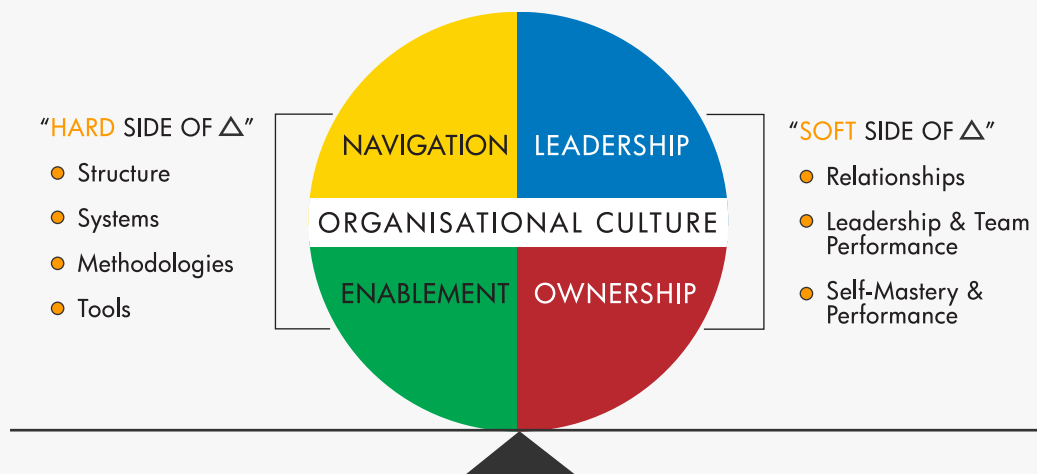
AC is in the business of CHANGE Δ . We support clients with systematic approaches and interventions to adapt, manage and effect changes within their organisations successfully.

Change can be triggered from the outside where organisations are required to deal with a shifting business environment and have to learn how to profit from new opportunities or from the inside to make way for improvements and innovation.

Change Management is an organisational skill and the leadership capacity to drive change collectively as a team makes the difference. Change Management gets results by establishing a clear case for change, building sponsorship from the top, creating leaders who will act as change agents and by putting the right structure and systems in place which allows for employees' behavioural change at all levels of the organisation.

It is both an art and a science as it is a process consisting of specific events where techniques and discipline in application come into play.

We adopt an integrative and balanced model to drive change within an organisation.



Our model is anchored on the following principles:

- ✓ Change is about **PEOPLE** –any change manifests on three levels: the individual (employee), the teams and the organisation as a whole. Lasting changes can only happen if inner shifts take place prior or in parallel to outer shifts. Inner shifts refer to people's beliefs, assumptions, aspirations and behaviours. Outer shifts include changes in strategies, systems, processes and practices.

Therefore creating buy-in and communicating the intended changes intensely is important.



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- ✓ Change requires **LEADERSHIP** - the leaders are responsible to build a case for change, craft the vision, assess the impact of the changes on the organisational culture & performance, establish a change implementation & communication plan and take accountability (walk the talk) for the changes. Consciously and systematically they have to influence the ability and willingness of employees to change and reinforce the changes by rewarding and recognizing new intended behaviours in employees.
- ✓ Change is a **PROCESS**, not a one-off event – change requires time and its process is managed by interventions and the application of tools and practices. An organisation has two choices, either investing in the change up-front by investing into their human capital or by using an installment plan which increases the risk and monetary effort.
- ✓ Change is **CHALLENGING ORGANISATIONAL CULTURE** – culture is a set of habitual & traditional ways of thinking, feeling and acting that are characteristic for an organisation. Leaders must anchor changes in the organisational culture to be most effective which often means that its core beliefs and values have to be addressed and shifted. This takes time but provides meaning and sustainability.
- ✓ Change **JOURNEYS** are different - each organisation needs a differently managed change process depending on the existing state of the organisation in comparison to its desired state. There are four basic stages: Fine-tuning, Building, Crisis and Transformation.
- ✓ Change requires **BALANCING** amount with capacity to change – the amount of changes is characterized by the pace of changes, the number of changes and the types of changes. The capacity to change refers to the collective competencies an organisation displays in its ability and willingness to change. This includes:
 - Learning capacity of management & staff
 - Leadership quality throughout the organisation
 - Change Management experience of the organisation
 - Applied Change Management Methodology
- ✓ Change is about **PERFORMANCE** - any organisational change has to be related to a performance objective. The workforce needs to be crystal clear on how the changes affect their performance, what the new performance target is about and how it is measured as well as what the organisation is doing to help employees to close the current performance gap (e.g. coaching, action-based learning, regular feedback, tools).



AC ORGANISATIONAL CHANGE JOURNEYS

Each Change Journey is different in scope and length depending on the needs of the organisation. A generic Journey unfolds as follows:

A. DNA (Diagnostics & Analysis) Phase:

The DNA is designed to elicit, observe, analyze and summarize key challenges with respect to a particular business cum change issue in an objective manner. It can involve the application of structured interview and assessment tools as well as document review, focus group discussion and on-site interviews.

The DNA results are usually presented in a report to Management which includes a solution approach – “The initial Change Journey Master Plan”.

B. Planning Phase:

The initial Change Journey Master Plan is discussed and shaped with Management before overall resources, schedules and an initial communiqué to launch the Change Journey within the organisation are coordinated.

It includes establishing a Performance Matrix that measures the progress of the Change Journey and can be used as an assessment basis in the Review Phase.

C. Implementation Phase:

The Change Journey usually comprises of coordinated and inter-connected interventions in the following areas:

1. **Communications**
2. **Leadership**
3. **Human Resources (HR)**
4. **Culture & Values (C&V)**

Communications

This refers to the development of an overarching communications strategy to articulate the key messages of the Change Journey to the various critical audiences affected by its implementation. Communications seek to create understanding and commitment to the Change Journey. It focuses on explaining the nature, rationale, impact and progress of the changes undertaken to various stakeholders.



Leadership

This is about the enhancement of the management team capability to lead and drive the Change Journey implementation. Leadership will involve the development and creation of new skills, where necessary, applied just-in-time for the management team. In addition, Leadership will also focus on the development of supervisors to enable them to role model and lead staff while creating a second generation of new leaders for the organisation.

Human Resources (HR)

This involves the critical work aligning existing HR systems during the implementation of Change Journey. Included in HR will be a sharp focus on the continuing engagement of employees during the course of the Change Journey.

Culture & Values (C&V)

This involves the shaping and moulding of a new operating culture for the organisation where the values, norms and behaviours are redefined and given new life. Essentially, the C&V aims to create a heightened bond between employee and the organisation in the context of ensuring the sustainability of the changes implemented.

D. Review Phase

The Review phase evaluates the impact of the Change Journey from a qualitative and quantitative standpoint and outlines follow-up's or ongoing interventions that are critical to ensure sustained progress for the organisation.