Brief

Transformational Change – Best Practices

Less than 30% of organizations consider their change management programs successful. Organizations that successfully implement and sustain changes to business processes tend to get ahead faster and stay ahead longer. But many organizations face challenges such as engaging diverse management styles, achieving consensus for cross-functional change.

Transformational change – Five best practices:

1. Create buy-in and overcome barriers to change by combing communication and engagement plans
2. Ensure executives are accountable for the transformational change
3. Set the groundwork for the transformational change by ensuring top-down communication
4. Implement a method that supports people, process and tool elements of transformational change
5. Use key resources with project & change management skills to manage transformational change, and use business units to execute the change

Challenges

There are two clear obstacles when implementing best practices:

1. Lack of buy-in with senior management
2. Business silos and lack of integration

Individuals that have been with an organization for +10 years are more likely to resist because the culture is ingrained in their behavior, and they have been rewarded for the previous way the organization worked.

How to overcome?

- Conduct a quick-win project to establish the need for change and the value of the process and team.
- Use people who believe in the project to create momentum
- Outline the need for change in a business or ROI perspective
- Outline a single view of the transformation's goals
- Focus on the value streams rather than the functions
- Use cross-functional programs between business and change teams

Transformational change is typically most supported by the managerial level and by the Business excellence unit.

Once the support and buy-in has been established, it's ready to continue the journey and additional best practices can be added.

Reinforce the "new" culture, behavior, and necessary skills by providing ongoing training.

Start with the end-state in mind, and identify measures that will indicate success at different stages.

Incorporate the desired behavior into employee's performance goals.

Use continuous improvement programs to monitor and refine transformation for sustainable change.

Create flexibility and enable timely problem solving using incremental reviews.

Evolve measure of success as the organization matures during its transformation journey

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