

# A change strategy is a people strategy

All organisations are facing unprecedented changes in their competitive environment. Whether the disruptors are political, environmental, down to consumer expectations or unicorn start-up, organisations suddenly need to be adaptable, agile, creative, innovative and more. The necessity for organisational transformation is critical.

**Too many organisations struggle to successfully deliver their change initiatives.**

Organisations often undertake projects or initiatives in a bid to improve performance, or when they require changes to processes. But two thirds of organisational change efforts fail. Why? The number one reason is lack of people involvement; a failure to engage the people who actually need to change what they are doing or how they are doing it.

**Successful organisational change is all about learning – people learning to work differently or to do different work.**

Change is a deeply personal, human process that requires purpose and ownership. Successful change initiatives recognise that people don't resist change, they simply resist *being* changed and feeling unable to influence the system they are part of. Ultimately, **people own what they create**. This requires the 'how' of change to be seamlessly integrated into the change strategy.

Dialogue, collaboration and community at all levels are essential components of effective organisational change; they catalyse action and maximise learning. Learning to do different work requires a shift in skillset, and learning to do work differently requires a shift in mindset.

## 4 reframes for successful organisational change

Impact help organisations to make two profound changes to the way change management works:

**Firstly**, widening participation and engaging all levels in owning the change process radically improves the chances of success. So, we shift away from cascading a change message, and move towards *catalysing* change throughout organisations. We do this by involving everyone in the process of designing and implementing the change; this isn't easy.

**Secondly**, we shift the language of change from knowing to learning. The more complex and significant the change management agenda, the more we need to focus on learning. The outcome of all change management activity is, in the end, people having learned to do work differently or to do different work.

**Put simply...no learning, no change.**

Impact have been helping organisations all over the world to successfully implement their change strategies since 1980. Today, our expertise has never been more in demand and our results have never been more important to deliver.



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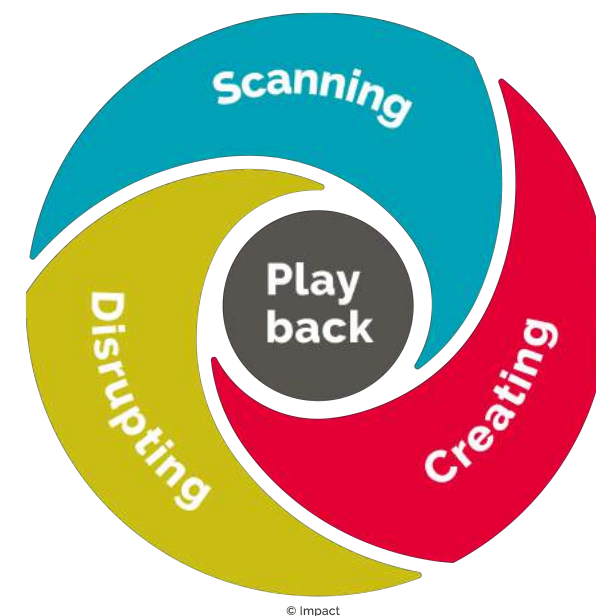
We believe 4 reframes can help organisations to turn their unwieldy change management objectives into reality by using a **people-centred organisational change approach**:

**Scanning** - Delving into an organisation, 'noticing' with fresh eyes, pattern spotting and collecting an array of new and existing data and insights. Cross-section interviews, heat maps, pulse surveys, organisation worth diagnostics and solution mapping are all helpful techniques for navigating a changing business landscape.

**Playback** - Creating continuous feedback loops throughout the organisation will enable ongoing learning and transformation. Qualitative and quantitative data points and creating a culture of feedback are integral for organisations to change and thrive.

**Creating** - Truly engaging people in the change management process instead of cascading a change strategy. We can help to collaboratively co-create future business models and ways of working by creating 'agents of change' throughout organisations. This involves equipping everyone with the skills needed for the future of work: coaching, leadership, collective intergenerational learning, inclusion and meaningful dialogue.

**Disrupting** - Developing creative techniques to disrupt the status quo in an organisation will create capacity and opportunity for creative transformation, learning to work differently or to do different work. Impact specialise in disrupting the day-to-day with immersive installations, experiential leadership challenges and story shaking.



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