

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-ups...organisations suddenly need to be adaptive, agile, creative, innovative and more. The necessity for organisational transformation is critical.

Too many organisations struggle to successfully deliver change initiatives.

Organisations often undertake 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. Failure to engage the people who actually need to change what they are doing or how they are doing it.

Changing 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 strategy.

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



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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 to catalysing change throughout organisations, 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 focus on learning is needed. 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.

Four reframes can help organisations to turn their 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.

Disrupting

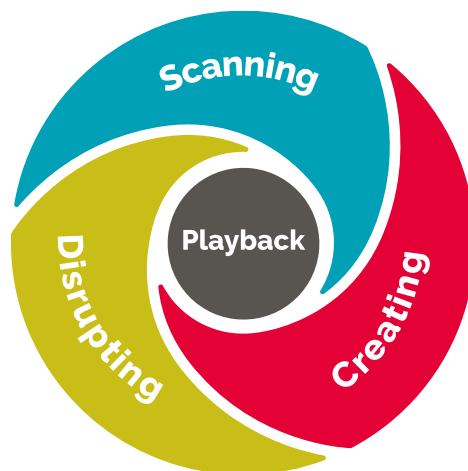
Developing creative techniques to disrupt the status quo will create capacity and opportunity for creative transformation; learning to work differently or to do different work. Impact disrupt the day-to-day with immersive installations, experiential leadership challenges and 'story shaking'.

Creating

Truly engaging people in the change management process instead of cascading a change strategy. 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, meaningful dialogue.

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.



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CaseStudies



Impact partnered with Farmlands through a three-year total business transformation.

A unique leadership development programme equipped leaders for change and created a cultural shift towards leaders and teams connecting throughout the organisation, working together across business units and geographies. The solution was composed of four f2f modules, 1:1 coaching and Action Learning Projects. It supported an exceptional increase in productivity, enhanced employee retention, wellbeing and engagement. Farmlands produced another year of growth and profitability in 2018-19, with higher revenues and a profit of more than double the previous financial year.

"Leaders have the confidence, skills and belief to lead their teams through change."

Sara Shea

Head of Organisation Development,
Farmlands



Impact challenged Co-op's existing change process and co-created a way forward focusing on achieving sustainable behaviour change across multiple levels.

A multifaceted solution involved colleagues in creating the change process and focused on honest conversations, increasing leadership action and enabling a coaching culture. The solution combined consultancy, large-scale events, skills workshops and 1:1 coaching sessions. This new way of 'doing change' received glowing feedback and the quarterly change events have been revolutionised, with 100% of participants now feeling prepared to engage and brief their teams on the change messages.

"We've created an advocacy around change. With Impact it's about doing change with, not doing change to. It's about skill building and involving people. The business benefits are huge."

Matthew Speight

Co-op Transformation & Retail Director



Impact supported Onet RASP's transformational change process by building leadership capability and a culture of agility and collaboration.

To prepare and enable the integration of all Onet RASP companies, the programme supported a transformational agenda with two behavioural change focuses: leadership and culture. The integrated, organisation-wide change solution featured top-team strategic workshops, executive coaching, a 'Leadership in Action' programme, a purpose-driven not-for-profit partnership, change advisory meetings and innovation workshops. The programme resulted in an improved and more collaborative business culture with key leaders having developed their leadership capacity and increased trust – crucial for the effective transformation of the business.

"Cultural integration of two companies takes time and engagement of the entire workforce... I see my team grow after every session, making me very proud."

Mark Dekan

CEO Ringier Axel Springer Media AG



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Impact are an independent, multi-award-winning, global people development agency. We build the expertise that all organisations need to respond successfully to the challenges of unprecedented change.

Since 1980 Impact have been working as a creative change agency at the intersection of leadership, organisational change and sustainable innovation.

AchievingResults



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