

GET THE TRANSFORMATION EDGE

Over a third of all change projects fail. That's why Change Factory has developed a model for transformational change — one that has been proven to work across sectors as diverse as telecommunications, banking, petroleum, insurance, utilities, government and hospitality, and in projects ranging from strategic realignments to growing sales, improving customer service, or the implementation of new business systems. Together with our own research, we can provide insights that will help you get the transformation edge.



THE TRANSFORMATION MODEL

Change Factory's Transformation Model comprises six components that are critical for a successful transformation project. Each component in turn comprises three elements. Experience and research have taught us that for every element that is missing, the probability of project failure increases.

STRATEGIC VISION

While many models or methods demand the engagement and support of the Executive Team before a project can begin, the Transformation Model recognises that many transformation projects actually start in middle management rather than right at the top — and a robust strategic vision is central to success. The Transformation Model calls for: a clear shared purpose among all parties involved in the project; a thorough evaluation of alternatives to the desired future state; and a robust calculation of the project's return on investment.

EXECUTIVE LEADERSHIP

Gaining regular input from — and engaging the support of — the Executive Team is crucial to the success of any transformation project. A successful project requires an appropriate and regularly-reviewed budget, as well as sound governance arrangements including a steering committee or similar with regular reporting schedules — all of which need to be accompanied by active advocacy from members of the Executive Team.

PROJECT CAPABILITY

The capabilities of the project team are integral to any transformation project. Team members need to work together and leverage appropriate skills, while building a strong understanding of the project's success factors beyond those established on a two-dimensional project plan. They also need to understand the status quo — it's hard to work out what changes are required to reach your desired future state if you don't know where you're starting from. Where necessary, project teams should be encouraged to gain the skills required for effective execution, whether through recruitment or training.

CHANGE MANAGEMENT

Change is lasting when it influences end users to change their behaviour, and influences managers to adapt to and accept new priorities. Among the activities required to drive lasting change, communication is often overlooked and underfunded, even though it represents the single best way to influence both individuals and the organisation as an entity. A detailed stakeholder management plan is central to both effective communication and gaining a critical mass of supporters, while linking project outcomes — and end user behaviour — to a strong performance management scheme with real consequences is important to making the change last.

BUSINESS INTEGRATION

Transformational change is more likely to succeed when the organisation is willing to accept the change — which in itself is more likely if the planned change is integrated well with existing organisational control systems and culture. In addition, consideration must be given to the way in which those control systems and culture need to be adjusted in order to embed the change. To effect that change, the project team should engage in process mapping and re-engineering and a review of the organisational structure. In addition, a competency gap analysis and a strong focus on explaining the 'what's in it for me?' factor provide a foundation for increased probability of success.

SKILLS DEVELOPMENT

The probability of a successful transformation is increased by careful training design that is based on a detailed gap analysis between current and required skill levels — including in the analysis those who provide learning and development services. In addition, training needs to be multi-modal and designed to cater for different audiences, and the training strategy must take into account the support required after the change is realised. Above all, skills development needs to be part of a continuous improvement cycle that includes regular measurement of transfer to the workplace.

- Process Re-engineering
- Competency Management
- Motivation Strategy

- Communication
- Stakeholder Management
- Performance Management

- Environmental
- Analytical Planning
- Effective Execution

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Integration

Skills

- Training
- Coaching and Mentoring
- Support

Change

Strategy

- Clarity of Purpose
- Evaluation of Opportunities
- Return on Investment

TRANSFORMATION

Capability

Leadership

tal Evaluation
anning
ecution

- Appropriate Budget
- Governance
- Prioritisation

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Start with a **FREE**
diagnosis

[www.changefactory.com.au/
transformation](http://www.changefactory.com.au/transformation)



**Diagnostic
Assessment**

TRANSFORMATION DIAGNOSTIC

Transformation is complex. To help you, Change Factory has developed a Transformation Diagnostic survey, available on our website at www.changefactory.com.au/transformation.

Upon completion of the survey, we'll send you a report that identifies your strengths and weaknesses, taking the guesswork out of deciding where to allocate your valuable resources — and that might just give you the edge you need to make your project a success.

WHY CHANGE FACTORY?

Our team is made up of diverse individuals from different backgrounds, and while all of our consultants are transformation specialists, we can offer assistance with every facet of your transformation project. We possess a range of skills and capabilities on our team, such as: an accredited NBI practitioner, a psychologist, instructional designers, facilitators, an EQmentor accredited mentor, process mapping experts, a graphic designer, an engineer, and strategy experts.

To find out more about our team, visit www.changefactory.com.au/ourteam

We are flexible in the way we work with your organisation. We can prepare the strategy, manage the project or simply execute the actions. We're happy to fill in the skill gaps, or drive the project all of the way — it's up to you.

For more information, or to discuss your transformation project, contact us today.

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