

CHANGE INSIGHTS SUMMARY



55%

Of teams don't understand our strategy



70%

Of benefits not delivered

1.

STRATEGY, VISION & DIRECTION

Defines where you are heading as a business and how your teams are engaged in the strategy and vision

2.

PEOPLE, ENGAGEMENT &

Defines the levels of communication and engagement across your business in relation to change.

3.

DELIVERY, GOVERNANCE &

Defines the controls and governance in place to effectively define and manage change.

4.

RESPONSIVENESS & AGILITY

Defines how well your organisation responds to change and the level of agility to adapt to the changing environment.

SUMMARY

The outcome of the Change Assessment indicates that your business has developed some core elements that support successful change definition and delivery. Specifically the ambition and drive of your business to succeed comes across strongly in the responses submitted by your teams.

A clear theme is that your teams feel they want to be engaged more with change and to understand how the changes that are delivered link to the strategy of your business. There is also a need to spend time ensuring that the right changes are defined and delivered and that they contribute to supporting the ambitions of your business.

50%

Of teams want to be more involved



YOUR BUSINESS

Your business has seen significant challenges over the past 2 years with the competition growing and the industry changing beyond recognition.

Your industry has witnessed a high degree of innovation and a number of businesses have seen growth through merger and acquisition.

Turnover had reduced by 15% and recruiting and retaining talent is becoming increasingly difficult.

There are a number of disruptors into the market and your need to innovate is becoming increasingly more important.

Your vision is largely known, however the link to the wider strategy and objectives is less clear and understood by your teams.

1. STRATEGY, VISION & DIRECTION

WHERE ARE WE HEADING

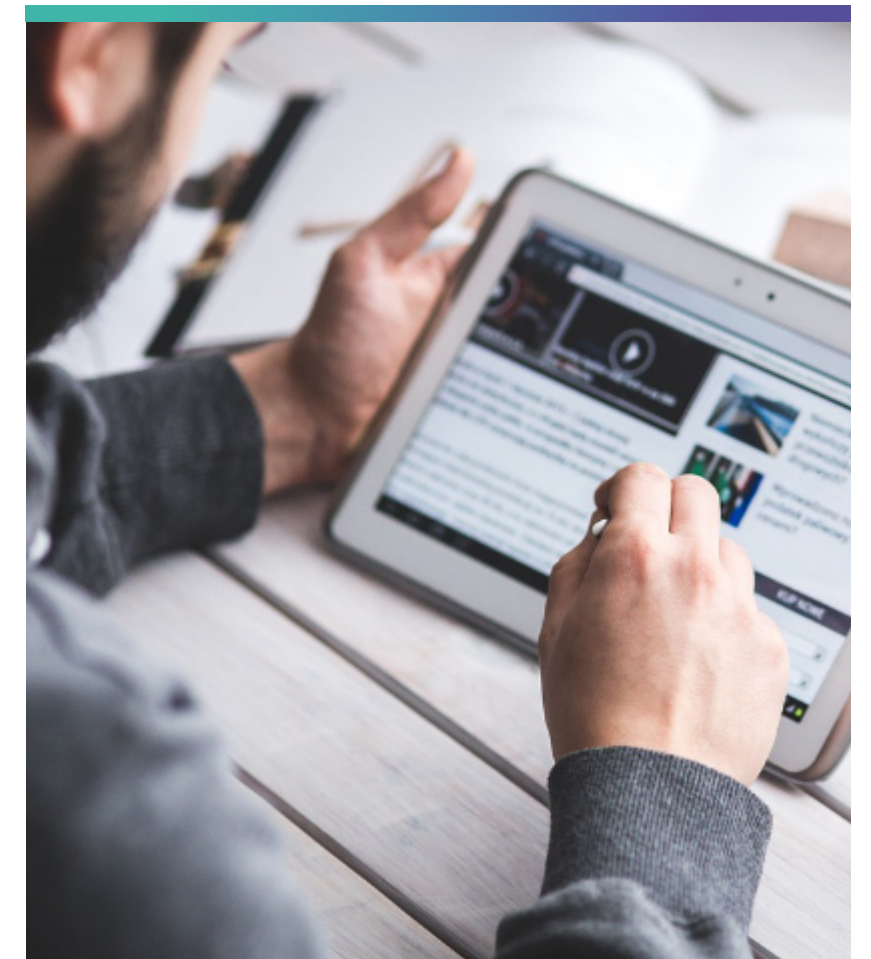
TIME
FOR
CHANGE

There are a number of areas, indicated through your teams responses, that suggest that the overall direction and strategy of your organisation is either not fully understood or is not visible to some teams. This may lead to levels of confusion, lack of clarity and more importantly how teams and individuals play a part in where your business is heading and how they can play a role in this.

Although the overall vision of the business is known by the majority of teams that we surveyed, the translation of the vision into defined objectives and the change activities that can support this, is less clear. There should be a priority in ensuring that the vision, strategy and objectives are clearly defined, shared and not only understood but embraced by your teams. It

'THE VALUE OF CHANGE IS NOT FULLY UNDERSTOOD'

The benefits and outcomes that can be achieved through the changes that your business delivers are not articulated as effectively as they could be and therefore a true cost / benefit understanding is difficult to determine. The outcomes that your business want to achieve should be linked to the strategy and supported by the portfolio of change activities. Significant challenge should be provided prior to starting a change and it is clear that this is an area that can be strengthened and which would add considerable value to your business as well as reducing costs.



60% of teams don't understand our strategy

86% of teams want to be involved in change

is clear that priorities in relation to change can sometimes be confused so clear prioritisation, linked to your strategy and objectives will add significant benefit and value. It is also not always understood how individual and team objectives link to the wider strategy and change activities and working towards creating a 'golden thread' which will drive a greater level of connectivity will be of great value

A CLEAR STRATEGY IS VITAL

Does our business include all the right people in determining the direction that we want to go in? If not, there is a significant risk that our people and teams become disengaged, isolated and demotivated!

The responses indicate that there are a lot of changes taking place in your business and that these changes are being effectively delivered. However, what is clear is that these changes may not be the 'right' changes that collectively deliver your objectives and strategy. This may be because not everyone understands the changes or how they are aligned to the overall direction of your business or more fundamentally that they are not delivering the right set of outcomes and benefits. This may lead to wasted costs, time and effort as well as frustration in your teams.

There is a strong view across your teams that too much change is happening. It is also not fully understood what these changes deliver and therefore where the business is heading or will be at in 12 months time.

There would be real benefit in refocusing on the purpose, objectives and ultimately the outcomes of the change activities across the business and ensuring that these effectively align to your strategy and that your teams are engaged in this.

A large number of respondents support the view that the true costs of change in the business is not fully understood, which makes it difficult to make an assessment of the cost / benefit of each change. This may lead to some changes being started that cost more than they ultimately deliver into the business.

There is a need to ensure the full or whole life cost of changes are understood before any investment is approved or before significant resources are assigned.

Given the current external climate and the threats of new entrants, disrupting the market, there is a clear view of the need to change with a large number of people agreeing that this is important. What needs to change and whether the strategic and objectives reflect the right and optimum direction needs to be validated further.

1. PACE OF CHANGE

50% of people think that we need to deliver change quicker

2. THE FINANCIAL COST OF CHANGE IS CLEARLY UNDERSTOOD

50% of people felt that this is not the case

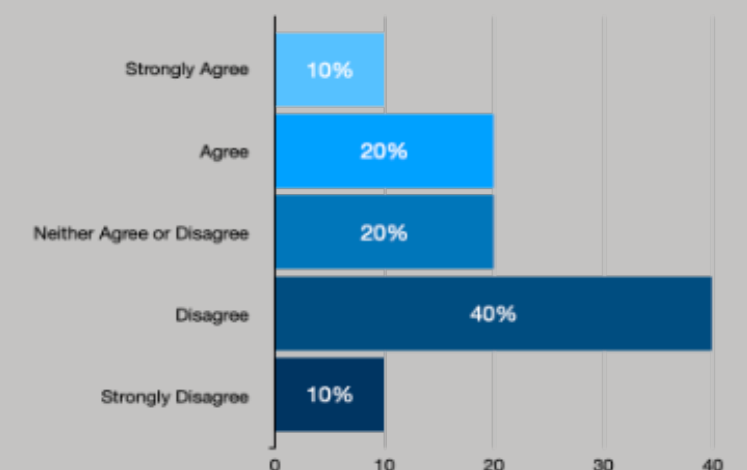
3 WE HAVE A CLEAR STRATEGY IN PLACE

60% of people disagree with this statement

50%

Of people think we need to deliver change quicker

The financial cost of change is clearly understood



60% of people don't think we are doing the right change

Not doing the right change, aligned to the direction of your business will increase costs and waste resources

Although communication works well there is a clear view that more needs to be done when engaging and communicating to people in the business about change.

2. PEOPLE, ENGAGEMENT & COMMUNICATION

ARE WE BEING HEARD?

LISTEN MORE

There is clearly a view that certain areas of the business are aware of and engaged in the changes that are undertaken. However, this is relatively limited to those groups whose role it is to define and manage change. When you look at the wider groups there is a more general view that they don't feel as engaged or receive the right level of communication about changes in the business. This

can lead to teams becoming demotivated or a lack of consistency around the messaging involved with the changes.

There is also a consistent view that people feel like change is happening to them rather than being engaged in the change. This can lead to a fear of change across the business which can create a negative culture.

The majority of respondents don't feel that they have the right level of information to support the various changes. This could mean that people don't fully understand the changes, what they deliver or how they are linked to the future direction of the business. Worse of all people may not even be aware that certain changes are happening in the business and this can cause a high degree of resistance and uncertainty across teams.

People feel that they aren't able to dedicate the right amount of time to the change activities as it is not part of their day job or incorporated as part of their objectives. In addition to this, there is a strong view that the right level of training hasn't been provided to people to enable them to play an active role in change and to understand the core principles of change. This, therefore presents a real opportunity to engage, develop and motivate teams and start to develop a true culture of change. Enabling people to be a part of change is at the core of defining and creating a culture where your business can thrive.



68% Of people don't feel actively engaged in change

60% Of people don't have enough information

TALK A LOT, LISTEN MORE

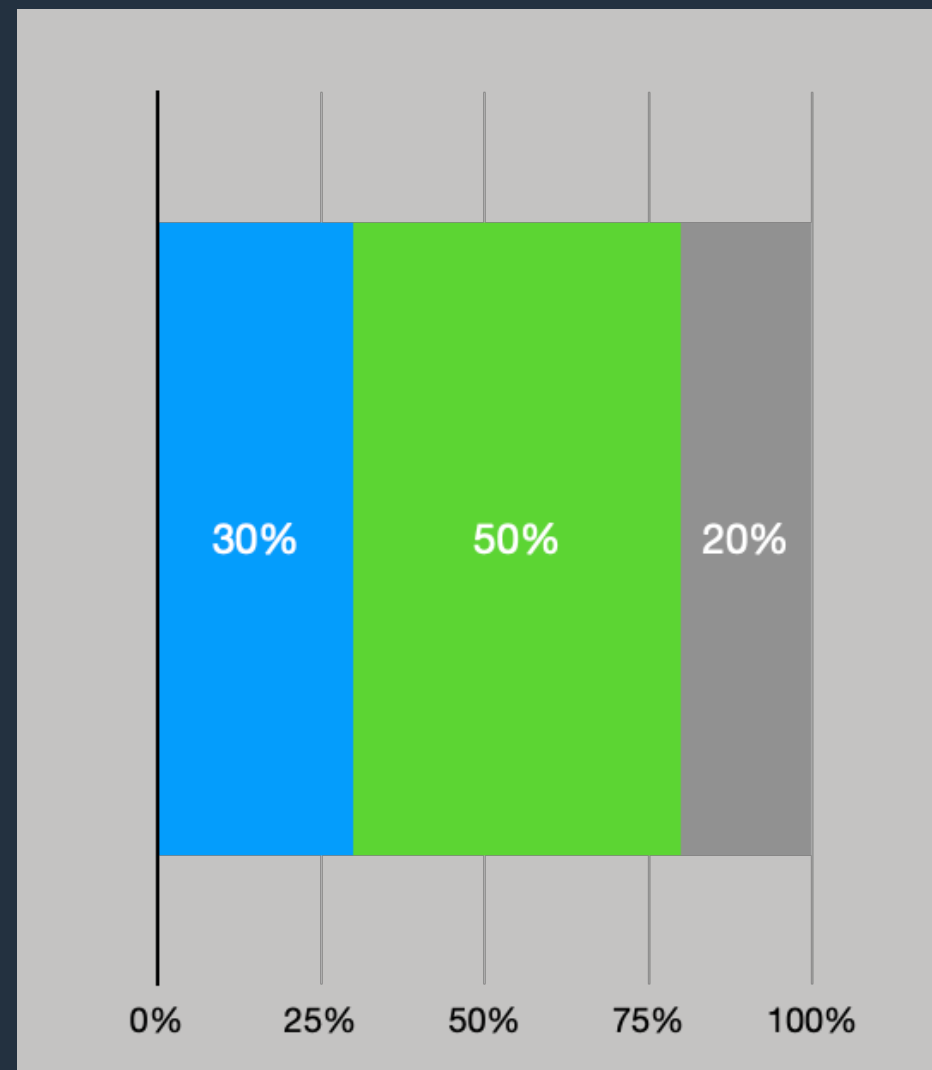
The people who lead, champion and ultimately sponsor change are vital to its ultimate success. It is clear that there is strong leadership across the business but this should be further developed to really drive the passion and commitment of change. To tell the story and paint the picture of change so that others can be inspired.



There is significant change being delivered across the business and some view this a too much change with a lack of clarity of what the change is going to deliver and importantly how it will impact teams and individuals. This doesn't mean that too much change is wrong but it needs to be the 'right' change and the sponsors of that change need to engage and inform teams effectively. Consideration should be given to the development of a clear engagement and communication approach

across all changes. A comprehensive training programme tailored to different stakeholder groups will also add considerable benefits as well as a more fundamental look at how individual and team objectives are defined and linked to change. It is clear that not everyone is asked for their views and opinions on the proposed changes and in certain instances this may be the right approach, however this wider engagement can lead to greater innovation, inclusion and buy in by individuals which, in turn, creates a greater chance of success. Being able to define new ways to engage, inform and update teams will be a key part of continuing to optimise the benefits from change. This will also improve the speed at which change is delivered as well as the responsiveness to unplanned change.

**'If in doubt
always over
communicate'**



40%
Of people feel
sponsorship of change
could be improved

57%
Of people feel they
haven't had any
training on change

A robust and tailored governance structure provides the right balance of control, agility and decision making to effectively deliver change.

3. DELIVERY, GOVERNANCE & CONTROL

A CHANGE STRUCTURE

CLEAR VIEW

There is a view from the survey that although some plans are in place to support the management of change there is not a single plan or roadmap that shows the complete change landscape in the business. The quality of planning varies between change activities and there is agreement across the teams that these plans can become quickly out of date. Having a clear roadmap and a

consistent approach to planning will add significant value to change across the business. There are governance forums in place but the effectiveness and consistency of these vary across the many different change activities. This may lead to delays in decision making or even the wrong decisions being made on out of date or inaccurate information.

The control of change through effective identification of the right roles and responsibilities is good but would benefit from a clearer structure of sponsors and owners of change across the business. This will support the drive and engagement of change and enable more robust decision making and greater alignment of change to the overall business strategy and objectives.

‘To develop capabilities with change will improve our business’

There is a real feeling across the teams that they want to develop their capability when it comes to defining and managing change. Although some training is in place this is mainly focused on those people that are actively involved in managing change. If this is widened to include other teams then this will improve the understanding of change which will then lead to greater engagement.



60% of teams want more training and development on change

54% of teams don't get updates on project progress

The view is that the effective tracking and reporting progress of change could be improved across the business. Reporting is not consistent and the feeling is that there is often too much information in reports making it difficult to identify the key areas of change that need the attention of the right stakeholders. Not all changes report on progress therefore making it difficult to know where things are up too or even if they have been delivered. The effect of which may lead to disengagement and confusion from the teams across the business. A 'portfolio' view of change and a systematic approach to reporting and tracking progress of change would add value. The challenge is to get the right balance of reporting, too much will stifle and delay change and too little could cause a greater risk against delivery.

The definition and active management of risk is considered to be less robust than other areas of change within the business. The visibility and effective mitigation of risks to support effective project delivery is vital and needs to be reviewed to ensure the approach is adding the right value.

The view provided by teams is that generally the quality of business cases and the rationale for change needs improvement. Having a

A lack of control of change will increase costs and time



1. PLANNING

ONLY 40% OF PEOPLE FEEL LIKE THERE ARE CLEAR PLANS IN PLACE TO MANAGE CHANGE

40

2. REPORTING

54% OF PEOPLE SAY THAT THERE IS TOO MANY REPORTS WHICH CAN LEAD TO TIME BEING WASTED.

54

3. TRACKING

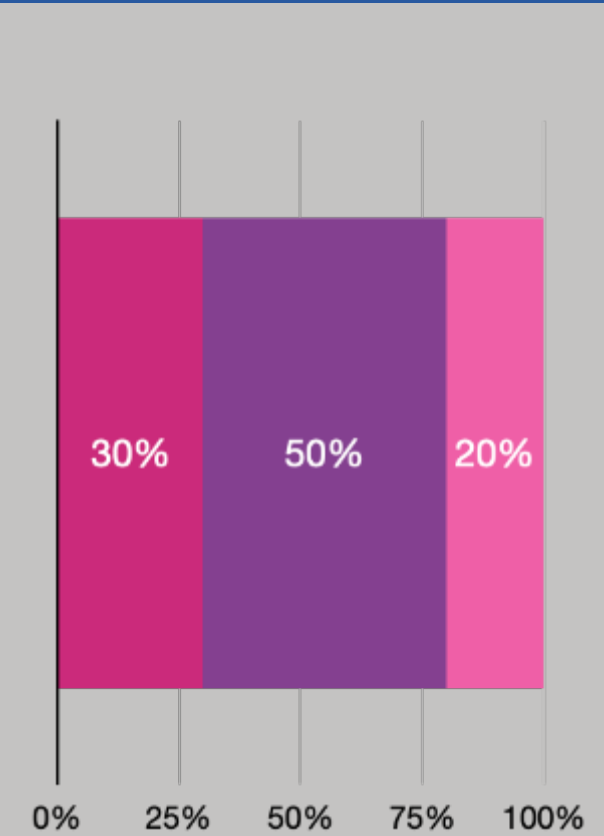
24% OF PEOPLE FEEL THAT CHANGE ACTIVITIES ARE BEING TRACKED

24

4. COSTS

70% OF PEOPLE SAY THAT CHANGE COSTS MORE THAN ANTICIPATED

70



consistent approach and framework to support the definition of changes, through a well structured business case provides the platform for all successful change. People feel that the level of challenge, clarity and robustness with developing clear business cases and wider definition of change would benefit from a wider review.

The skills and experience of teams involved in delivering change, varies across the business and is not underpinned by a structured development programme or a consistently applied change methodology. Designing an implementing a development programme and skills training to create a high performing change team will benefit the wider delivery, engagement and drive of change

Being able to respond to change effectively and quickly is crucial to stay ahead of the competition.

4. RESPONSIVENESS & AGILITY

WHERE ARE WE HEADING

ADAPT & GROW

All elements of change that were covered in the Change Assessment combine to provide a view of how responsive and adaptive your business is to change. It is important to be able to define, plan and manage change. It is vital that you have your teams engaged and driven to succeed, supported by an effective governance structure. However if you are unable to adapt quickly to a changing

external environment then you will be left behind. Costs will increase quickly and you will determine that the changes you were delivering are no longer the 'right' changes due to the shift in the external environment. It is clear that there are some core elements of change already in place within the business and projects are being delivered but there is a need to start to define a clear and embedded culture of change.

Responsiveness to change means that the business, teams and individuals need to be aligned to changes in the external environment. There must be a mechanism in place to ensure the business effectively adapts as required. The strategy of the business is important and people feel that this is generally well defined, however most people feel that this needs to be more flexible in order to constantly adjust to changes.

'A culture of change embedded in the business creates a distinct advantage'

There is a real feeling across the teams that they want to develop their capability when it comes to defining and managing change. Although some training is in place this is mainly focused on those people that are actively involved in managing change. If this is widened to include other teams then this will improve the understanding of change which will then lead to greater engagement.



20%
of teams feel they are able to respond to change quickly

66%
of teams feel our strategy needs to be more flexible

40%
Of people feel
decisions get made
quickly

Most people feel that there is a greater need for consistency across the business when it comes to defining and managing change. There is a PMO (Project Management Office) in place but not all change is driven through this which may create very different ways of working and a lack of transparency of changes across the business. The processes and frameworks used to manage change and not as joined up as they could be and people feel that there is too much governance that slows down decision making and reduces the ability to respond quickly to unplanned change.

People feel that it is not clear who ultimately sponsors change across the business and there is a level of uncertainty of who, on the exec team is ultimately accountable for change as a wider corporate responsibility.

Consideration should be given to defining the accountabilities of change and ensuring that there is a clear organisational structure that supports, drives and ultimately managed and delivers the change.



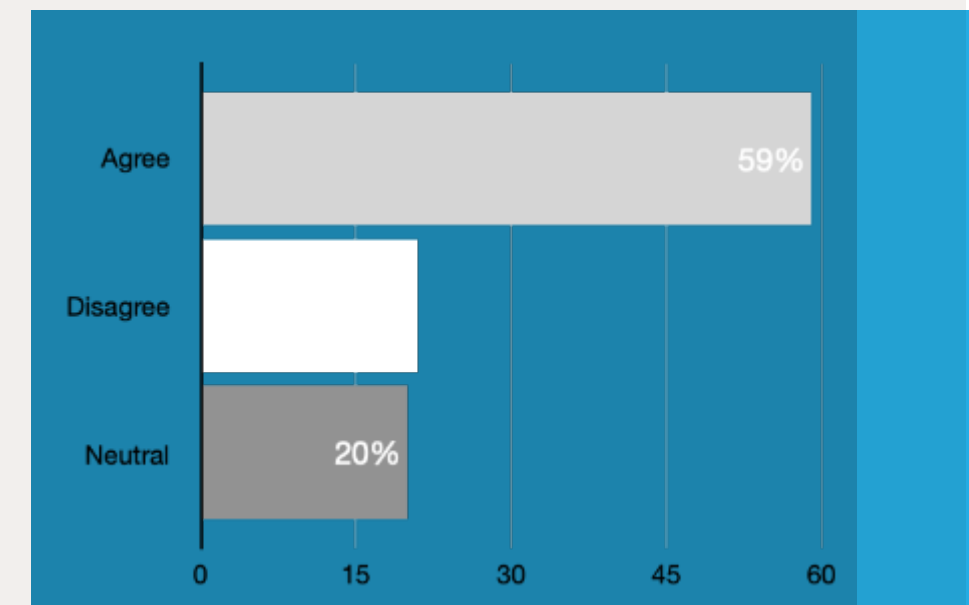
1. IT TAKES A LOT OF TIME TO ADJUST TO EXTERNAL CHANGES

The more time it takes to adjust to unplanned changes, the more it can cost to deliver those changes

A large number of people feel that the delivery of change is ultimately unsuccessful. This may mean that it wasn't the right change to undertake in the first place, or that the external environment has changed and therefore the the project or change is no longer valid or delivers the same benefits.

There may be an issue with the wider understanding and alignment of change and therefore this may lead to people feeling that change is less than successful.

There is a real opportunity to leverage what has been developed across the business to start to create a real change culture that will enable greater responsiveness and agility for the teams and the business as a whole to adapt and react to a changing environment in a controlled and managed way.



1. WE ARE READY TO CHANGE

Most people feel that the business is not always ready to change.



30%
Of people feel that
our business keeps
up with the external
environment

