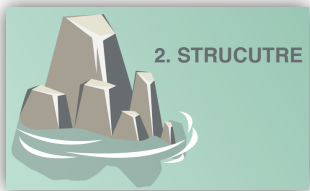




1. CONVICTION

Conviction

Change can be very demanding. How can people become more positive and more passionate about what is happening and better understand *why* is it important? Do the reasons for the changes provide people with the motivation to act? How can you inspire and enable others to work with you to make these changes? What are the most important elements that will give people greater conviction? What are the values and beliefs that will bring you together?



2. STRUCTURE

Structure

How will you establish an effective structure, enabling collaboration inside and outside the organisation, so that people work together effectively? How will you review this and keep adapting and aligning it to what is needed? Who needs to be involved in bringing about the changes? And what changes to the team are necessary?



3. STRATEGY

Strategy

Have you envisaged the future you want to create? Do you have a compelling and robust strategy? Are your purpose, vision, mission and strategic goals memorable and easy to grasp? Whilst being realistic, are you dreaming big enough? Have you considered how you can contribute to a sustainable future, to a 'purpose bigger than yourselves'? How can you balance having a clear direction whilst being responsive to continuing change?



4. COMMUNICATION

Communication

Stories connect people. What vivid images can you create that will communicate your vision and strategy? How will you *engage* people, rather than just inform them? How can you make the biggest impact so that others not only *believe* in the changes, but also *advocate* them? So, what's *your* story and how will you connect with people?



5. REMOVE BARRIERS

Remove barriers

Are you helping to make the change happen by identifying challenges and finding solutions that address these? And how can you enable others to deal with the barriers that *they* face? What systems or processes need to be reviewed so that the changes aren't undermined? And are you focused so much on the challenges that you're missing significant opportunities?



6. SHORT TERM WINS

Short term wins

What can you achieve straight away or very soon? And how will you celebrate this with the team? How will you take action in the near future to recognise or reward team members who are involved with the improvements? Success is a powerful motivator, so make sure that your 'short term wins' are highly visible throughout your organisation (and beyond, when appropriate).



7. CONSOLIDATE IMPROVEMENTS

Consolidate improvements

How can you avoid complacency setting in? Regular progress reviews will indicate if any adjustments are required. Ongoing attention to the changes helps to reinforce their importance and encourage others. Whilst consolidating the improvements of the current change process, it is also important that you think ahead and be creative about when the next big change (or 'Second Curve') needs to happen.



8. CULTURE

Culture

How can you embed the changes into your organisational culture? This can be not only a considerable challenge but also a great opportunity. Peter Drucker, a famous management guru, once said that "culture eats strategy for breakfast"! For change to be successful it has to become part of your organisation's culture. The successful changes must therefore be highly visible and well communicated. It's hard to argue against continuing success!

Learning differently
Thinking differently
Acting differently

