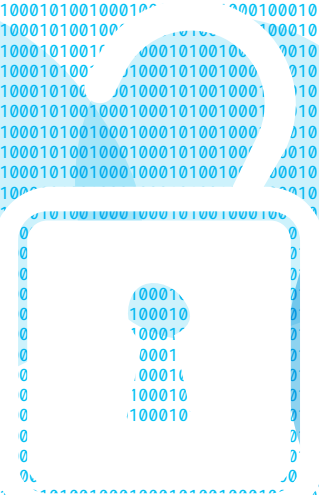


REPORT 2

BUILDING EFFECTIVE CHANGE LEADERSHIP

THE
POWER
OF
DATA



UNLOCKING
YOUR
POTENTIAL
FOR
SUCCESSFUL
CHANGE

What more than 26,000 people
and almost 400,000 data points
can tell you about
Successful Change
Implementation

Background

Since the mid-1990s, Changefirst has been perfecting processes, skills and tools to help people in large private and public organisations build internal change capabilities. We found that the process of successful change runs a fairly similar course regardless of how big an organisation is or what the change is, and have taught over 15,000 people in more than 40 countries worldwide how to implement change that “sticks” using our people-focused approach.

We call it PCI® – People-Centred Implementation. As the name would suggest it revolves around the appropriate and effective engagement of people in change, plus teaching those in key positions how to use a methodology (with concepts, skills, processes and tools) to build people’s commitment to change, help them change their behaviour, deal with the inevitable resistance that change brings and create ownership in the organisation.

In 2006 we started providing a set of ten change tools online to clients, and this allowed us to build banks of data about change projects. With this data we could begin to identify what really made projects successful and what were the common change risks. We also had a data rich premise for the information and insights we offer to our clients, and to us continuously improve our planning roadmaps and the action-learning workshops we facilitate to transfer skills, tools and processes to Change Practitioners.

We have a significant database with almost 400,000 data-points, from over 26,000 respondents, all this is held on our Enterprise Change Management Platform – e-change® and is available to be utilised by practitioners on a subscription basis.

Over the next few months, we continue to deliver our report series, covering our findings from most of the ten change diagnostics in our toolkit. Our first report explored data from two tools which are used to establish the initial baseline of change risks and then to track change progress against that baseline.

In this, our second report we look at data from tools for developing effective Change Leadership.

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Summary

The volume and complexity of change that organisations are facing continues to increase, and leaders' credibility is under threat as they struggle to match capacity to demand to execute business critical changes. Interestingly, it is concerns about leaders themselves that are often cited among the key reasons for change failure.

Our significant database, with over 26,000 respondents and almost 400,000 data points, provides a data-rich basis for the information and insights about what's happening with leadership during change. Here are the key findings.

#1 Change sponsorship seems to be strongest in the heart of the transition phase with leaders being very "hands on" in guiding and supporting the change process.

#2 The strength of sponsorship in the heart of transition is highly dependent on Middle and Front-line Managers being effective at reinforcing sponsorship in their local areas.

#3 Sponsorship appears to be active in the early and latter stages of the change process, when careful analysis and reinforcement is crucial.

These first 3 findings highlight the following challenges for building Effective Change Leadership

- Line Managers need time to adapt, and for their personal concerns to be addressed, before they can be effective in the Local Sponsor role.
- Without senior power and motivation when initiating major change, people are in danger of believing that management is not serious about the change intentions they have announced.
- Wherever sponsorship is weak, change can be driven by a more unpredictable form of leadership from informal influencers, and it is the Change Agent role, with its planning and implementation responsibilities that ensure Sponsor intentions are carried out.

Summary continued

#4 Change Agents may have the organisational credibility they need to be impactful and drive change in different parts of the organisation, but they lack the confidence to challenge Sponsor behaviour during change.

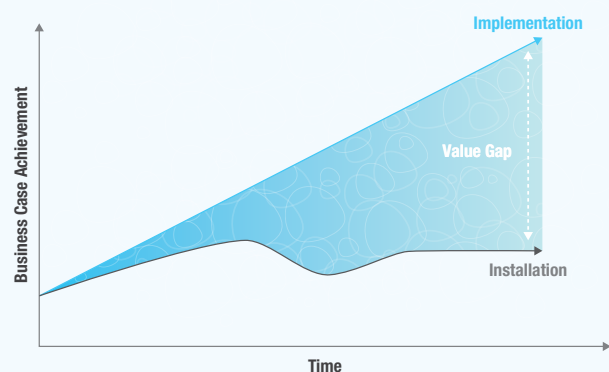
#5 Change Agents tend to rely on discussions about change principles, plus their general facilitation and communication skills to fulfil their role.

#6 Change Agents are less skilled at using data about people's reactions to change, to inform implementation planning.

The above 3 findings tease out a few more challenges for building Effective Change Leadership

- Whether Senior or Local Sponsors, bottlenecks will appear if Sponsor behaviour cannot be quickly re-aligned to support key implementation actions.
- We rarely see successful project implementations coming purely from technical project plans that do not take into account the human dynamics of change.
- Without a strong and early presence of people-focused data in the planning process, leaders may install change, but struggle to realise the full change benefits.
- A value gap (see Figure 1) is created in terms of what is actually achieved at project installation and the actual return on investment predicted from full implementation and user adoption.

Figure 1: Value Gap



Notes

Introduction

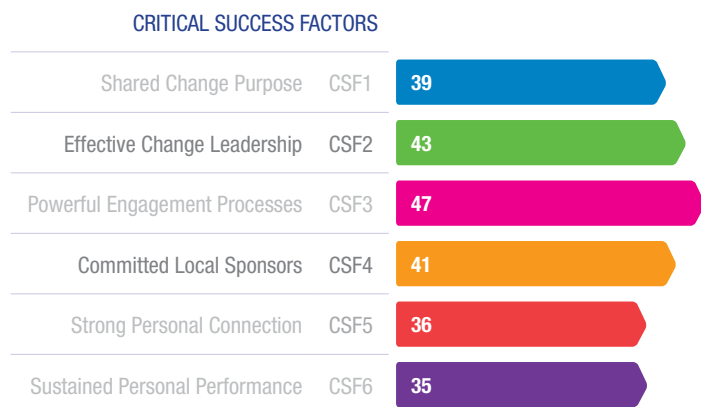
Concerns about how to secure Effective Change Leadership are echoed by most of the OCM research over the last 30 years.

Change implementation data from our own global database adds weight to the argument that a lack of effective Leadership is a root problem of unsuccessful change.

How people respond to innovation and change is shaped substantially by the behaviours of Leaders. There is no substitute for active sponsorship from top Leaders – shown in Figure 2 as a relatively high risk (Effective Change Leadership=43). Senior people need to be:

- of one voice around the Shared Change Purpose that creates urgency and energy to change
- supportive of a change approach which features Powerful Engagement opportunities and active commitment building.

Figure 2: Critical Success Factors for change implementation



However, Effective Change Leadership is not just about the words and actions of senior people. The support of Middle and Front-line Managers must be enlisted so that they can become Committed Local Sponsors – shown in Figure 2 as one of the top 3 risks to successful change implementation (Committed Local Sponsors = 41).

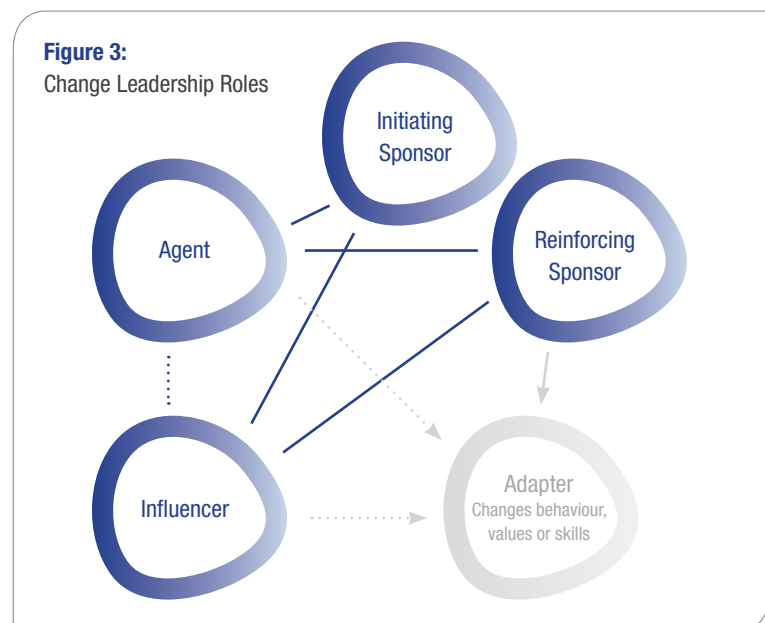
Change can be strategised in the executive team boardroom, but unless someone or a team of people cascade that change strategy out to the organisation and its divisions, it will make no difference to the people in a factory, or in another country somewhere. If it makes no difference to them, then it will make no difference to the organisation and its balance sheet.

Introduction continued

There are different leadership roles in change, each with different levels of power to provide direction, guidance and support across the depth and breadth of the organisation impacted by change.

For best results, these roles need to use their power to operate effectively as a network, as shown in Figure 3.

- **Sponsor role:** brings formal organisational power to authorise, initiate and reinforce change.
- **Agent role:** adds power to the project with a clear responsibility for planning and execution.
- **Influencer role:** often lacks formal authority, but has significant informal power and influence within the change environment.



Note that it is the formal relationship between the Sponsor and Agent roles which hold the change leadership network together. Therefore in this report we focus on the data from 2 tools – the Sponsor Assessment and Change Agent Assessment.

SPONSOR ASSESSMENT

The Sponsor role is the most crucial during major change because of the formal power Sponsors possess.



15%

of total respondents, contributed to data captured by this tool.

About the Sponsor Assessment

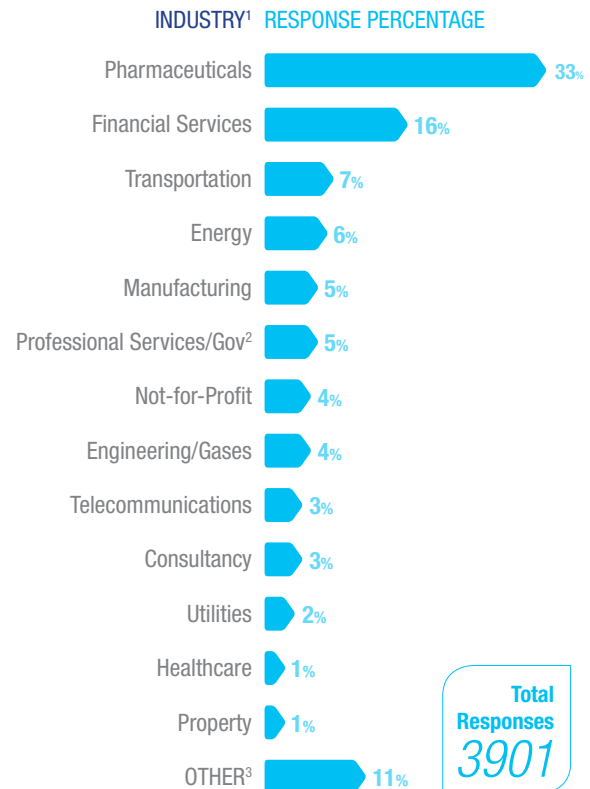
The Sponsor role is the most crucial during major change because of the formal power they possess.

When sponsorship is weak or diffuse, change can stall or be driven by a more unpredictable political form of leadership.

In addition, a gap can easily develop between what the Senior Sponsors say they want and how the change intent is interpreted and executed locally by Line Managers and their teams.

Assessment Facts

- This assessment provides practical insights and tactics to develop effective Sponsor behaviour during major organisational change.
- It is also used for assessing an individual's performance during a particular change, so as to open, what can often be, a sensitive discussion with a senior person about focus areas for them at different stages of a change project.
- It is also used to reflect on the performance of a Sponsor Group during a particular change, to determine how best to prepare and develop an effective network to reinforce the change.



- Sponsor Assessment data represents 15% of our total database of over 26,000 respondents and circa 400,000 data points.
- A total of 3901 people from the industries shown in the graph above have contributed to this change sponsorship database.

Data Report Notes

The follow notes apply across the analysis:

Note 1 – we protect confidentiality by only reporting out on groups of no less than 1% of the total (or a minimum of 5 individual responses).

Note 2 – more than 90% of the work done by the industry section labelled “Professional Services” is done with Central Government in respective geographical areas. Therefore any discussion about this data is really a discussion about change implementation in the government/public services area.

Note 3 – the “OTHER” category is an aggregate of all small groups plus responses that do not neatly fit into the industries represented. For example, we have a number of independent consultants using our tools, and they would fall into the OTHER category.

Sponsor Assessment Dimensions explained

The 12 dimensions of this assessment represent the essential attributes of effective change sponsorship across the life cycle of a project.

	DIMENSION	DESCRIPTION OF WHAT EFFECTIVE CHANGE SPONSORS DO. THEY...
1	Dissatisfaction	Communicate constantly the drivers of the change as well as the consequences of not changing.
2	Personal Impact	Understand the changes people are being asked to make in behaviours, skills and attitude.
3	Scope	Understand which groups of people will be affected by this change.
4	Private Support	Communicate their strong commitment to the change in private discussions with people.
5	Public Support	Demonstrate their personal commitment to the change effort in public.
6	Resources	Provide and organise people and resources to match the change challenge.
7	Network	Collaborate with other Sponsors and Change Leaders in the organisation to implement the change.
8	Openness	Create an environment where people feel able to give realistic feedback about the change.
9	Tracking	Use a disciplined approach to tracking and following through on change execution.
10	Reinforcement	Use positive and negative reinforcement to stimulate people's full participation in the change.
11	Future State Focus	Constantly maintain organisational focus on the change vision and objectives.
12	Behaviour Modelling	Role model the new behaviours required for the change to be implemented successfully.

Not all attributes are needed at any one time. Some are more important than others in the early stages of a change, in the heart of transition, or as we near the end of implementation.

Data from this tool is the result of self-assessment from Executives and Senior Managers, plus the views of Change Agents and Project Boards they interact with.

Data Key: As a general rule of thumb...

ABSOLUTE RISK SCORES of

60+ =	Serious Problems
50-60 =	Require a lot of improvement
40-50 =	Require some attention/improvement
0-40 =	Typically good indicator for success

Findings from the Sponsor Assessment

The average risk score, across the 12 attributes of effective change Sponsorship, is just 39 (see data key above) and is typically an indication of good performance.

When reviewing the data please note that:

- This data is taken mainly from our client base and represents responses from a mix of people in senior and local sponsor roles.
- The views of Senior Leaders about their own change sponsorship tend to be more positive than the views of other involved in the change, whereas the assessment profile from Local Sponsors may show more peaks and troughs. As a result the data may be “averaged out”.

Nevertheless, the pattern of individual dimensions, as shown in the graph below offers up some useful insights for improving Sponsor performance during change.

Change sponsorship is strongest in the heart of the change process with Leaders:

- Providing (6) Resources to match the change.
- (7) Networking and collaborating with other Leaders to reinforce the change.
- Creating an environment of (8) Openness for people to explore the change.
- (9) Tracking change progress against plans.
- Using positive and negative (10) Reinforcement to stimulate people’s full participation in change.
- Maintaining organisational (11) Focus on the Future State with discussions focused on the change vision and project objectives.

Something to consider

In our experience, much of the sponsor activity at this stage in the change process is likely to be coming from Middle and Front-line Managers. These are the people who are busy working through local deployment plans to try to engage and support their teams through the change.



Findings from the Sponsor Assessment continued

Sponsorship is less visible in the early and latter stages of the change process, in the following dimensions:

- (1) **Dissatisfaction** – a clear imperative is important to generate urgency for change.

The challenge here is if people don't know the reasons for change and the cost of not changing they find it hard to engage. As soon as inevitable challenges arise in the transition period, those affected simply retreat to the way work was done before.

- (3) **Scope** – careful diagnosis of the people scope of the change is necessary to build confidence.

The challenge here is that major technology change (for example) may require additional process shifts, and/or the adoption of new behaviours to be successful. This can bring additional risks and concerns (both perceived and real) of capacity, transition timing and learning anxiety to the change processes.

- (4) **Private and (5) Public Support** – consistent communication is needed to avoid confusion.

The challenge here is that when Leaders' messages about the change effort are not congruent, this can open a credibility gap, which is exacerbated by the existence of the risk below.

- (12) **Behaviour Modelling** – role modelling is required to close the gap that may develop between what Sponsors say and what they do during change.

The challenge here is that people in the organisation lose confidence in the credibility of leaders to implement change successfully.

	DIMENSION	INDUSTRY							
		Consultancy	Manufacturing	Pharmaceuticals	Telecommunications	Transportation	Utilities	Energy	Financial Services
1	Dissatisfaction	49	48	47	46	45	43	46	46
2	People Impact	38	35	50	36	46	41	47	39
3	Scope	49	55	44	62	51	46	46	49
4	Private Support	46	50	46	45	52	49	45	47
5	Public Support	42	52	44	47	50	42	47	52
6	Resources	39	38	33	32	31	33	33	35
7	Network	33	35	30	30	23	38	32	31
8	Openness	42	36	36	38	35	57	33	38
9	Tracking	36	26	26	24	21	34	29	32
10	Reinforcement	36	36	31	33	25	32	27	34
11	Future State Focus	38	31	30	26	25	27	23	30
12	Behaviour Modelling	53	54	43	44	43	46	37	47
	*AVERAGE	42	41	38	38	37	41	37	40

Something to consider

Without senior power and motivation when initiating major change, people are in danger of believing that management is not serious about the change intentions they have announced.

Conclusion

The combined list of sponsor attributes assessed with this tool, reminds me of the old cliché that “change is a contact sport”. Ideally we need all sponsors to:

- lead by “doing”
- be communicating consistently and congruently about the change
- be tracking milestones/progress
- be open to feedback
- relish debating with people about the change
- see objections as an opportunity to resell the change message
- present as passionate and resolute about the change.

However, not everyone is perfect, and just because a person is in a senior management position doesn't make them an effective Sponsor. Sponsors need help to be consistent, to be disciplined and not to back-track without realising it.

In our work with clients, we particularly observe Senior Leaders and Executives as most visible in the earlier stages of change implementation. They may often “declare victory” early, moving on to leading and sponsoring another strategic initiative, and leave some critical sponsor attributes to be demonstrated by Middle and Front-line Managers, and even Change Agents.

In light of the risk profile from this assessment, and if you share a similar experience, you may conclude that:

- Senior Leaders need to be guided and supported to focus their sponsor efforts on these 5 attributes – *Dissatisfaction, Scope, Private Support, Public Support and Behaviour Modelling* – to ensure that there is sufficient senior power to initiate and drive major organisational change.

Where Sponsor attributes are likely to be delegated to others in the change network, you may also conclude that:

- Middle and Front-line Managers need to be specifically prepared in terms of enlisting their support, building their commitment to change, providing them with critical change skills and helping them to role model change in their local areas.
- Change Agents need a clear mandate from Sponsors, plus the credibility and skills to be effective.

CHANGE AGENT ASSESSMENT

The essential role of the Change Agent is to ensure that Sponsor intentions are carried out.



10%
of total respondents,
contributed to data
captured by this tool.

About the Change Agent Assessment

The crucial role of the Change Agent is to support Sponsor intentions.

They typically do not have direct power over employees and must rely on a strong mandate from their Sponsor plus their own credibility to influence, in order to:

- gain access to the right people
- have constructive dialogue with senior people
- get reasonable change requests agreed, e.g. for resources
- input ideas and affect the way decisions are made.

Assessment Facts

- This assessment provides practical insights and tactics to develop effective Agent attributes during major organisational change.
- It is used for selection and preparation – i.e. to identify and prepare local champions to drive change in geographies and business areas.
- It is also used to assess an individual's performance during a particular change, so as to provide practical coaching and support.



- Change Agent Assessment data represents 10% of our total database of over 26,000 respondents and circa 400,000 data points.
- A total of 2959 people from the industries shown in the figure above have contributed to this change agent database.

Data Report Notes

The follow notes apply across the analysis:

Note 1 – we protect confidentiality by only reporting out on groups of no less than 1% of the total (or a minimum of 5 individual responses).

Note 2 – more than 90% of the work done by the industry section labelled “Professional Services” is done with Central Government in respective geographical areas. Therefore any discussion about this data is really a discussion about change implementation in the government/public services area.

Note 3 – the “OTHER” category is an aggregate of all small groups plus responses that do not neatly fit into the industries represented. For example, we have a number of independent consultants using our tools, and they would fall into the OTHER category.

Change Agent Assessment Dimensions explained

The 12 dimensions of this assessment represent the essential characteristics of effective change agency.

	DIMENSION	DESCRIPTION OF WHAT EFFECTIVE CHANGE AGENTS DO. THEY...
1	Organisational Credibility	Are credible with all parts of the organisation involved in this change.
2	Willingness to Challenge	Challenge Sponsor behaviour that does not support the change.
3	Ability to Influence	Influence people across the organisation to positively support the change.
4	Change Principles	Help people cope and succeed with personal aspects of change.
5	Data	Are skilled at collecting and utilising data about people's reaction to change.
6	Facilitation	Are skilled in designing and conducting processes for meetings and workshops.
7	Implementation Planning	Are able to create people-centred change plans consistent with overall strategy and technical plan for this change.
8	Communication	Communicate appropriately and at the right time with those affected by the change.
9	Managing Resistance	Identify resistance and takes action to ensure the organisation addresses it.
10	Managing Uncertainty	Flexibly adjust plans to meet changing timelines, objectives and support during change.
11	Commitment to the Future	Demonstrate clear commitment to the organisational change vision and objectives.
12	Behaviour Modelling	Role model the new behaviours required for the change to be implemented successfully.

Some dimensions refer to the organisational standing of the Change Agent, others relate to the skills they need to be effective, and a few are about their level of support for the change project.

Data from this tool is mainly the result of self-assessment from people who are typically more resilient and in control during major change.

Data Key: As a general rule of thumb...

ABSOLUTE RISK SCORES of

60+ =	Serious Problems
50-60 =	Require a lot of improvement
40-50 =	Require some attention/improvement
0-40 =	Typically good indicator for success

Findings from the Change Agent Assessment

An average risk score, across the 12 characteristics of effective Change Agents, is just 34 (see data key above) and is typically an indication of good performance.

When reviewing the data please note that:

- At the time of completing this assessment Change Agents are either pro-actively in the process of developing their skills to manage the people aspects of change, or they have been identified as needing those specific skills to be more self-sufficient during the deployment of a major organisational change.
- In this situation, any insights from this assessment data would come from reviewing the pattern or shape of the results.
- Experience tells us that under different circumstances, i.e. where Change Agents are running concurrent projects and feel overloaded, while the pattern of results might hold, each data-point in the pattern can shift out as much as 10-12 points.

Change Agents may have the organisational credibility they need to be impactful and drive change in different parts of the organisation, but they seem to lack the confidence to challenge Sponsor behaviour during change.

- From time to time, even Senior Leaders who were part of change initiation may lose focus and discipline, displaying behaviours which do not support the change.
- Local Managers may also struggle if they feel overwhelmed, alienated or unskilled during the process.

Change Agents tend to rely on discussions about change principles, plus their general facilitation and communication skills to fulfil their role, which involves:

- facilitating change, rather than ordering it up
- pulling, rather than pushing, people through change.

Change Agents are less skilled at using data about people’s reactions to change, to inform implementation planning.



Conclusion

The combined list of Change Agent attributes assessed with this tool, reminds me of the challenging mixture of practical thinking and softer skills like coaching, mentoring and convincing which come together to create the change agent role. Ideally we need change agents with the organisational power and trust to influence up, across and down the organisation. They need appropriate skills and a positive attitude to ensure that Sponsor intentions can be carried out, but must also rely on a strong mandate from Sponsors, endorsing their critical leadership role in change.

In our work with clients, we particularly observe that Change Agents can often embark on a change initiative with no clear mandate from Senior Leaders. There are often no clear expectations between change agents and their Sponsors about the limits of their power, how they will act and work together, attitudes and behaviours needed for effective change leadership.

What can follow is disappointment, defensiveness and blame about problematic aspects of the change. This might help explain why Change Agents are less willing to use their position in the change to challenge the behaviour of Senior Leaders, without a relationship agreement that guides how to give senior people feedback and get them re-aligned with key implementation actions.

In our experience, unless the Change Agent has an early part to play in change planning, it is difficult to establish the use of people-centred data and integrated planning in any meaningful way. It is the integration of these essential people-focused skills and issues in the planning process that can determine the success of a major change project. Without this strong and early presence of the change process there is a value gap created in terms of what is actually achieved at project installation and the actual return on investment predicted from full implementation and user adoption.

Notes

CALL TO ACTION FOR LEADERS AND PRACTITIONERS

*Focus on the critical few...
NOT the insignificant many!*

Building Change Sponsorship

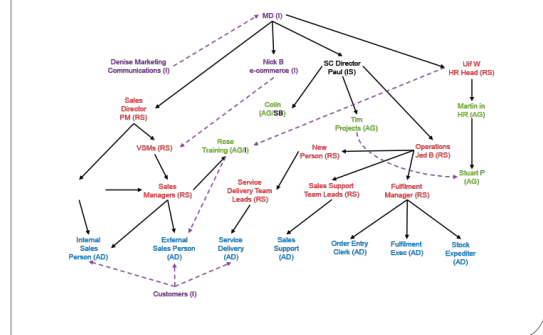
Sponsor Assessment

Risk Dimension	ACTIONS
(1) Dissatisfaction	<p>Being able to articulate a positive picture of the future is necessary during major change, but it is an imperative that propels people to move away from the comfort and control they feel in the status quo. This is doubly important for Middle and Front-line Managers who we need to reinforce change, but who may already be overloaded and need a clear reason to prioritise one important change over another.</p> <ol style="list-style-type: none"> 1) Kick start project with a clear message and focus on the problem or opportunity facing the organisation and the cost of not changing (now) for local teams. 2) Be sure to repeat and reinforce this message both formally and informally in one-to-one and group meetings. Line Managers also need to be able to repeat this message with their teams. 3) Look for symbolic acts, e.g. something obvious that leaders can stop doing, to send a strong signal that old ways are being discontinued.
(3) Scope	<p>It is important that Senior Leaders understand the true nature and scope of change they have initiated.</p> <ol style="list-style-type: none"> 1) Change Practitioners should be using the Change Network Mapping* process (or equivalent) to scope out the depth and breadth of the change. 2) Collecting early data on likely impacts of the change on people – especially from Line Managers – will help with understanding the different workstreams that need to come together to make up the change initiative. 3) This people-focused diagnosis can be added to senior leader decisions on timelines, phasing, go/no-go, involvement levels etc.
(5) Private and (6) Public support	<p>As the change process builds momentum, both Executives and their Managers can lose their discipline in their communications.</p> <ol style="list-style-type: none"> 1) Change Practitioners should work with leaders to jointly design messages that will be easy for them to remember and repeat and provide reference materials (presentation packs, FAQs) that will help them remain consistent. 2) Change Practitioners need to be able to follow-up with leaders on the outcomes of their communication activities and to provide practical coaching support where needed.
(12) Behaviour Modelling	<p>The existence of a behaviour contract or expectations chart will allow Sponsors and their Agents to work effectively in the symbiotic way required for major organisational change to be successful.</p> <ol style="list-style-type: none"> 1) Develop and agree key Future State behaviours which Sponsors can commit to. 2) Set up one-to-one meetings for giving and receiving feedback on how behaviours are being demonstrated.

*Change Networks – see Figure 4 – represents the true nature and scope of the recipient environment for a change. They give Sponsors and Change Agents a common understanding of...

- the flow of power and communication throughout that environment
- the potential impact of the structure on successful implementation
- the specific groups and areas where assessment are required to understand risks to implementation success.

Figure 4: Example Change Network Map



Developing the Change Agent Role

Change Agent Assessment

Risk Dimension	ACTIONS
(2) Willingness to Challenge	The existence of a behaviour contract or expectations chart will allow Sponsors to set expectations about the need for the Agent to challenge them, and consciously invite challenge in the early stages of their relationship.
(5) Data	<p>It's important here that Change Agents have access to data assessments, planning and execution skill development to enable them to be effective.</p> <ol style="list-style-type: none"> 1) Establish a change framework where the use of key people-centred tools is built in, such that there is an expectation for Change Agents to use data from these tools to support change decisions. 2) The use of these tools should be part of the quality gate process.
(7) Implementation Planning	<p>Change implementation planning should follow a similar rigour to project planning otherwise the actions contained in those plans lose validity.</p> <ol style="list-style-type: none"> 1) Coach Change Agents to break down proposed change activities into logical steps that can be communicated to others. 2) Integrate change management activities into the project timeline so that the complete implementation timeline is understood. 3) Set up regular reviews between the project and change to monitor the progress of change activities and their impacts on overall project delivery.
(9) Managing Resistance	<p>It is not just Change Agents who manage resistance, but they are more likely to be on the front line with people who are resisting change.</p> <ol style="list-style-type: none"> 1) Senior and Local Sponsors need to take accountability for major pockets of resistance so that Change Agents are not overexposed by acting as a Surrogate Sponsor. 2) Change Agents should focus on trying to identify the underlying reasons for, and nature of resistance so that they can propose plans for Sponsors to manage resistance. 3) Local Sponsors may need training and coaching support from Change Agents on the techniques for managing resistance appropriately with their teams.

Notes

APPENDICES

*A comprehensive methodology,
capable of providing valid answers
to all your change questions*



Appendices



Appendix 1: 6 CSF Model & 20 Risk Dimensions

A short description of each Critical Success Factor (CSF) and risk is shown in the table below.

CSF	DESCRIPTION	RISK DIMENSIONS	
SHARED CHANGE PURPOSE	A compelling case for change has been created and shared in such a way that it has created a sufficient critical mass of early urgency and commitment.	<ul style="list-style-type: none"> • Future State Vision • Organisational Imperative • Solution Visibility 	ORGANISATIONAL
EFFECTIVE CHANGE LEADERSHIP	A network of skilled and accountable change leaders exists. They provide direction, guidance and support for specific changes they are involved with and champion a people-centred approach.	<ul style="list-style-type: none"> • Sponsor Behaviour • Confidence in Agents • Informal Influence 	
POWERFUL ENGAGEMENT PROCESSES	An engagement plan that encompasses processes for involving, communicating with, rewarding and developing people has been agreed and is being implemented and measured.	<ul style="list-style-type: none"> • Involvement • Learning • Rewards & Recognition • Communications 	
COMMITTED LOCAL SPONSORS	Middle and Front-line Managers have the skills, tools and motivation to work with their people during the change roll-out, and to be role models for the behaviour change required.	<ul style="list-style-type: none"> • Local Role Models • Local Manager's Support 	LOCAL
STRONG PERSONAL CONNECTION	Middle and Front-line Managers develop and deliver local plans that include strategies to build personal commitment, build skills and deliver behaviour change.	<ul style="list-style-type: none"> • Personal Imperative • Solution Viability • Being Successful 	
SUSTAINED PERSONAL PERFORMANCE	Middle and Front-line Managers are able to help people adapt personally to the change, minimising disruption and maximising performance in a way that ensures the change really sticks!	<ul style="list-style-type: none"> • Future Security • Financial Impact • Work Relationship • Level of Responsibility • Learning Curve 	

Appendices

Appendix 2: 10 Key Change Diagnostic tools from our PCI® toolkit*


A short description of each tool is shown in the table below.

TOOL	DESCRIPTION
OCA: Organisational Capacity Assessment	Used to diagnose an organisation's ability to assimilate a portfolio of change based on the existence of 6 key building blocks of change capacity.
CDA: Change Demand Assessment	Used to diagnose the cumulative impact of a change portfolio on an organisation, and to test the change environment for potential overload. It takes a measure against 6 drivers of Change Demand.
ILA: Initiative Legacy Assessment	Used for early diagnosis and baseline of people-centred risks in single change projects. It takes a historical performance check against the 6 Critical Success Factors (CSFs), using a total of 20 questions which relate to 20 specific risk dimensions.
CIA: Change Impact Assessment	Used for early diagnosis of real and anticipated people impacts of a particular change project. It is modelled on the 6 Impact Categories for single projects, using a total of 20 questions which relate to 20 specific risk dimensions.
SA: Sponsor Assessment	An interactive risk assessment designed to provide education and promote discussion about the critical dimensions of successful change Sponsorship.
CAA: Change Agent Assessment	An interactive risk assessment designed to support Change Agent selection and promote discussion about the critical dimensions of successful Change Agents.
CEA: Communications Effectiveness Assessment	An interactive risk assessment designed to help Change Agents and project teams to probe any suspected issues with the project communication process.
ARA: Adapter Readiness Assessment	An interactive risk assessment designed to make an early prediction of the degree of disruption and likely levels of readiness for the change amongst Adapter groups.
IRA: Initiative Risk Assessment	Used for diagnosis and tracking of people-centred risks in single change projects. It is modelled on the 6 Critical Success Factors (CSFs) for single projects. The 6 CSFs are assessed by a total of 20 questions, which relate to 20 specific risk dimensions.
RRA: Resistance Reasons Assessment	An interactive risk assessment designed to help Change Agents and project teams to identify underlying reasons for Adapter resistance to a particular change project.

*Full PCI toolkit comprises eleven multi-lingual change tools that can be used to assess, plan and track changes. You can benchmark your change and segment data for internal comparison purposes. Many of the tools come with a set of recommended tactics to manage risk areas.



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About Changefirst

Since 1995, Changefirst has been transferring change management skills, processes and tools inside organisations to help them deliver change successfully. Over 15,000 people have learned our proven People-Centred Implementation (PCI®) methodology in 50 countries around the world. Over 6,500 people currently use our online application e-change, and around 350 in-house PCI Master Trainers help to embed the capabilities inside their organisation.

Our clients choose us because:

- they need to deliver specific changes whilst developing internal change-management capabilities
- they require a scalable, robust, methodology that is easy to access and simple to use
- they need tools that integrate with their project framework and a solution that is value for money

Our clients include The Linde Group, Novartis, Rentokil Initial, Virgin Media, HSBC, Network Rail and MSA.

We have probably the largest global Organisational Change Management research and assessment database in the world with over 26,000 respondents and 400,000 datapoints. This enables clients to benchmark their change performance.

We are regularly invited to share our thought leadership on the international speaker circuit by the likes of ACMP, APMG and PMI.

We are based in the UK, Australia and Brazil and we deliver our services globally.

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