Landing transformational change

Key action points for practitioners

**Reading and rewriting the context**
- Evaluate the organisation’s change context
- Determine aspects of context that hinder desired change
- Build interventions to reshape the context to remove barriers in the first phase of change
- Build organisation change capacity
- Role-model the change

**Aligning strategy and culture**
- Recognise need for culture change in transformation
- Design new culture to support new strategy and spell out new culture in tangible terms
- Embed interventions to deliver culture change into execution plans
- Focus interventions on formal but also informal aspects of organisation

**Delivering radical change opportunistically**
- Tolerate tensions, open debate and differences in the top team
- Foster constructive challenge
- Be willing to exploit happy accidents and opportunities
- Grasp even incremental opportunities leading in the right direction, using them as a wedge to develop larger-scale change

**Ambiguity and purposeful instability**
- Build ambiguity and purposeful instability into the change initiation phase
- Use ambiguity to allow for diverse engagement with the vision
- Use ambiguity to encourage questioning and participation in defining the future state in meaningful ways
- Ambiguity by design as a temporary state: establish clear goals rapidly

**Narratives, storytelling and conversations**
- In workshops develop shared change narratives which capture and develop a shared understanding of new strategies
- Use narratives and storytelling to help others translate new strategies into specifics
- Create storytelling materials such as story books, comics, cartoons and characters
- Link to theatrical performance to bring change stories to life

**Physical representation, metaphors and play**
- Continue to represent any new culture through symbols, stories, language and rituals
- Use physical objects, such as drawings, objects and prototypes, to support conversations about the future organisation
- Through techniques such as model-building and rich pictures, introduce serious play into strategy and change workshops
Relational leadership
See leadership as a practice and process based on establishing good relationships with all stakeholders
See leadership more as service to the business rather than as an exercise of individual power
Understand that people follow and trust leaders who they can relate to on a personal and human level, however senior or distant they might be

Building trust
Recognise trust as a valuable commodity in change management
Ensure that leaders demonstrate ability, benevolence, integrity and predictability in order to demonstrate their trustworthiness
Continuously monitor levels of trust through, for example, employee engagement surveys; invest in interventions to ensure that the ‘bank’ of trust is constantly renewed, such as HR and L&D practices that promote justice and fairness

Voice, dialogue and rethinking resistance
Understand greater expectations of democracy in workplaces: questions are legitimate, not ‘resistance’
Recognise the value of two-way dialogue alongside top-down communication to help employees make sense of the proposed change in their own jobs
Facilitate dialogue and legitimise questioning through processes such as town hall meetings, web forums and forms of staff representation such as works councils

Emotion, energy and momentum
Recognise emotional responses may relate not just to change content but also to nature of relationships with those managing change
Bring emotional responses into the open and acknowledge them
Choose individuals to lead change who will create a positive buzz
Design the change process to maintain energy and momentum
Monitor and map change momentum and energy levels