

Vision & Transformational Change

Critical Success Factors

See It (Commit)			Own It (Plan)			Do It (Implement)		Result
Case for change	Committed Leadership	➔	Clear WIIFM	Implementation Plan	➔	Development	Alignment	It's Working!
	Committed Leadership	➔	Clear WIIFM	Implementation Plan	➔	Development	Alignment	It's not urgent
Case for change		➔	Clear WIIFM	Implementation Plan	➔	Development	Alignment	It's not real
Case for change	Committed Leadership	➔		Implementation Plan	➔	Development	Alignment	It's not worth it
Case for change	Committed Leadership	➔	Clear WIIFM		➔	Development	Alignment	It's not going anywhere
Case for change	Committed Leadership	➔	Clear WIIFM	Implementation Plan	➔		Alignment	It's not possible
Case for change	Committed Leadership	➔	Clear WIIFM	Implementation Plan	➔	Development		It's not for long

adapted from the work of John Kotter

See It

People 'see' the future state including the intended outcomes of the culture change. They believe that leaders in the organisation are committed to making it happen rather than simply paying lip service to change.

'Case for Change': It is important for the organisation to build a clear and relevant 'Case for Change' that everyone is able to buy into. When there is no case for change, the language people use in the organisation is 'Don't worry, it's not urgent'.

Committed leadership: Leaders 'show up' ready to be involved in the change and to lead by example. Where there is no committed leadership, the language people use in the organisation is 'Don't worry, it's not real'.

Own It

People understand what the change means for them and are aware of the plan of action, how they are involved and what is expected of them.

What's in it for me? (WIIFM): Each person is easily able to explain what the culture change means for them personally. When there is no WIIFM, the language people use is, 'It's not worth it'.

Concrete plan: There is a high-level plan for how the culture change will be implemented. It includes broad time frames and indicators of how people will be involved. When there is no concrete plan, you will hear, 'Don't worry, it's not going anywhere'.






Do it

People are provided with ongoing development to work in and through the change. The organisation's systems are aligned to support and reinforce new 'ways of doing things around here'.

Development: Everyone is provided with appropriate development and training to enable them to feel confident and capable through the culture change. When such development is not provided, the language people use is 'It's not possible', or in some cases, 'It's impossible'.

Alignment: The organisation's systems are redeveloped or adapted to support what is expected in the desired culture. When the systems do not reflect the new 'ways of doing things around here', the language you will hear is, 'Don't worry, it's not for long'.

Key shifts we need to make and help others to make for change to occur

From		To
Externalising		Internalising the need for change
Blaming Others		Taking accountability
Doing the job		Achieving results
Working in silos		Collaborating
Telling people what to do		Engaging the hearts & minds of people