

MODULE 8

Sustaining PERFORMANCE



WHAT IS COVERED IN THIS MODULE?



Effectively monitoring and measuring the outcomes of your change efforts



Thinking longer-term to embed real transformational change over time



Building organisational change capability for future transformation objectives

WHAT ARE THE DEPENDENCIES?



Implementation of comms and training activity over a period of time to determine impact



Access to relevant business performance data such with SME input as required



An understanding of the key lessons learned to take forward into change capability for the organisation

Measuring the effectiveness of change

Consider a range of measures



As part of your Case For Change you will have articulated what success looks like and what benefits and KPIs you aim to achieve. Once your programme is running you need to track and measure success, adapting activity as required if desired results are not being produced.

WHAT MEASURES SHOULD YOU CONSIDER?

Employee or customer pulse surveys or focus groups

Short surveys to assess reactions and experiences in relation to the changes. Customers or clients are a critical group here to determine whether business value is being achieved.

Leadership workshops

Facilitated leadership working sessions to discuss programme achievements and challenges, identifying successes and where adjustments to the programme might be required

Measurement of core KPIs

Assessment of core business performance KPIs per business area/geography (if relevant) in order to understand the true impact of the programme

360 feedback on leaders

Employee feedback on the behaviour of leaders, assessing whether role modelling and adoption of change is taking place at the most important level

HR data

Examination of key HR metrics to discern potential impacts of changes, such as attrition, sickness, absence, wellbeing, performance, etc.

Culture diagnostics

Completion of a culture audit or diagnostic to assess broader impact of changes on culture and ways of working

Engagement surveys

Assessment of general changes in employee engagement levels as a result of changes

NB. It is important to apply caution when inferring a relationship or correlation between the implemented changes and impacts on some of the data points suggested above.

Embedding transformational change

Recognise the levers of change within your organisation



If you are looking to achieve a transformational change in mind-set or culture, this will usually require adjustments to the core of an organisation's operating model, which likely goes beyond your original programme remit. It is worth considering the change levers below and where existing structures, processes, systems and beliefs need re-thinking or fine-tuning in order to ensure the business is fully enabling new ways of working.

LEVERS OF CHANGE WITHIN THE ORGANISATION

ORGANISATION DESIGN

Existing operating model structures and the shape of spans and layers play a role in determining cross-team behaviours and the ability to drive leadership at all levels .

PERFORMANCE MANAGEMENT

“What gets measured gets done” – align performance review activities with expected new behaviours and consider how the review cycle drives the right mindset towards long-term versus short-term personal goals.

TALENT MANAGEMENT

Do you have a comprehensive talent management strategy from attraction through to retention? Each aspect of the employee lifecycle plays a part in enabling the embedding of new ways of working.

LEADERSHIP

What does leadership mean for your organisation? Take the time to personalise your expectations of leaders and focus on future leadership talent.

LEARNING

Beyond short-term training needs, how else might your approach to learning need to adapt? What does the learner of the future expect? Learning is becoming increasingly self-driven and integrated within the day-to-day employee experience.

GOVERNANCE & DECISION MAKING

Does your approach to governance stifle innovation? Consider how decisions are taken and what might be holding you back from the agility and speed required for transformational growth.

PROCESSES & SYSTEMS

What works and what doesn't? Where are the biggest impacts on employees? How much duplication of effort do you really have? Process is necessary as long as it serves your needs, and not the other way around!

SYMBOLS & BEHAVIOUR

What are the core behaviours and 'symbols' that characterise your organisation and what impact do they have? Examples are communications and language, physical workspaces, feedback culture, communities and social relationships.

BUILDING ORGANISATIONAL CHANGE CAPABILITY



The habits of effective change managers and teams

Agree ways of working within your change team



**Work
alongside
leaders**



**Raise risks
early**



**Know your
stakeholder
landscape**



**Adapt plans
when needed**



**Listen to
others**



**Use your
heart as well
as your head**



As a change manager you can support your change team by:

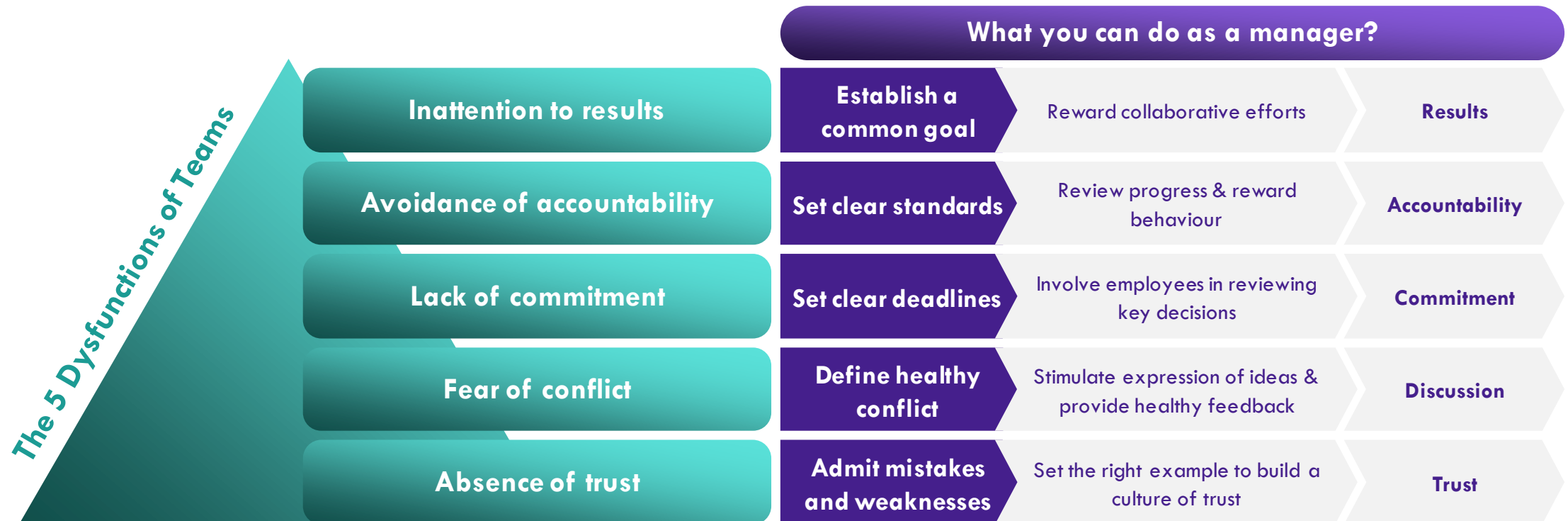
- ✓ Listening to their concerns
- ✓ Providing opportunity for discussion and questions- don't assume everyone 'gets it'
- ✓ Reviewing plans and progress regularly- try to prevent unwelcome surprises
- ✓ Given them feedback on their performance and helping them to develop- you should also seek feedback for yourself
- ✓ Ensuring everyone is clear on scope and expectations and support your team to manage potential challenges to this

Building a high-performing change team

Tackle the 5 dysfunctions of a team head-on



"Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare." -Patrick Lencioni



Protect and stimulate

How to build a change-ready organisation



Preserve the Core/Stimulate Progress is a concept developed in the book *Built to Last* by Collins & Porras*. Enduring, great organisations exhibit this dynamic duality. On the one hand, they have a set of **timeless core values and purpose** that remain constant over time. On the other hand, they have a relentless drive for progress—change, improvement, innovation, and renewal. Great organisations keep clear the difference between their core values (which never change), and operating strategies and cultural practices (which endlessly adapt to a changing world).

The **core ideology** enables progress by providing a base of continuity around which a visionary company can evolve, experiment, and change. By being clear about what is core (and therefore relatively fixed), a company can more easily seek variation and movement in all that is not core.

"I want to be a value-driven company that achieves results; not a results-driven company that has values." -Bobby Albert



The **drive for progress** enables the core ideology, for without continual change and forward movement, the company—the carrier of the core—will fall behind in an ever-changing world and cease to be strong, or perhaps even to exist.

Common change-related acronyms and shorthand

Speak like a pro!



ACRONYM	MEANING
CIA	Change Impact Assessment
SHs	Stakeholders (shorthand)
TNA	Training Needs Analysis
SME	Subject Matter Expert
As-is	Current State
To-be	Future State
Townhalls	Leadership presentations to a large group of employees
Comms	Communications (shorthand)
PMO	Programme Management Office
KPIs	Key Performance Indicators
POC	Points of Contact

FURTHER SUPPORT



We provide a comprehensive change management offering



Change Management Training- *bespoke*

- ✓ If you'd like us to deliver a more personalised training experience for you or your team/organisation, we are more than happy to discuss this with you and tailor a learning experience to suit your needs



Consulting Services

- ✓ Bespoke change management training or coaching designed to meet particular needs/skills gaps as per individual or team requirements
- ✓ Leadership visioning and alignment workshops for your change programme leadership team
- ✓ Change management & transformation consulting services, for example, supporting you to mobilise your change programme team and strategy

Visit: www.proud-consulting.co.uk or contact discover@proud-consulting.co.uk

We provide services across the organisational levers of change



Organisational Culture



Culture includes a broad range of ways of working, from behaviour through to governance and decision-making processes, and each will affect your organisation's ability to adapt to change.

Using **WayFinder**, our proprietary culture diagnostic tool and methodology, we can help you achieve a true understanding of your cultural strengths and areas for development in support of embedding lasting change.

People Strategy



By addressing all components of the employee lifecycle from attracting through to developing and retaining talent, we can help you rethink your people strategy for today's workforce. Your approach to L&D, performance management, and talent development are all crucial levers for embedding new behaviours and accelerating transformation objectives.

Leadership Development

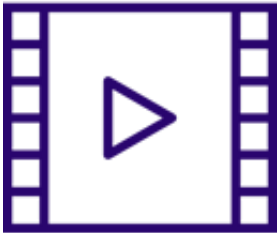


Leading in the new era of enterprise requires one fundamental skill that trumps all others: leading through change. We can support you with the development of the leadership agility you'll need to thrive in a VUCA (volatile, uncertain, complex & ambiguous) environment. Moreover, by equipping leaders and senior management levels with the right capabilities to manage teams through change, we can help you ensure the success of your change initiative.

Visit: www.proud-consulting.co.uk or contact discover@proud-consulting.co.uk



Explainer video 8: Sustaining performance



You may now watch **Explainer Video 8: Sustaining performance** (14:39 min) for further explanation of this module's content. You will find all explainer videos on the training and resources member page.

