



DELIVERING WITH ADAPTIVE CHANGE

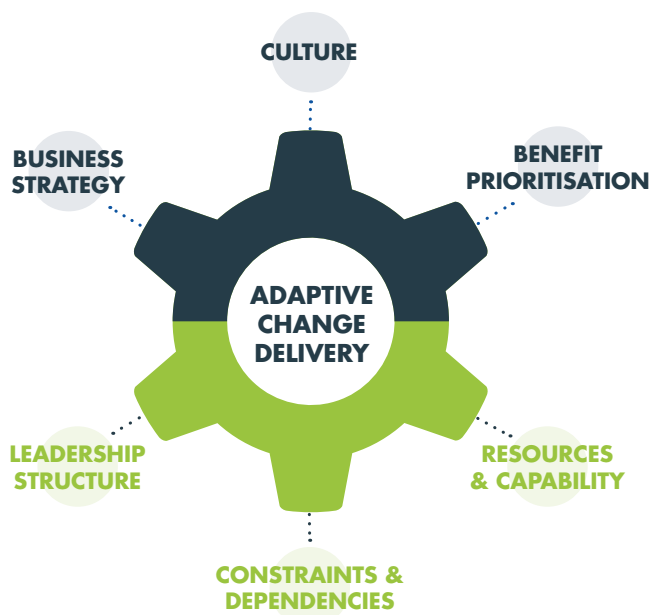
Change has a logic all of its own. At Change Specialists we have seen at first hand that the more you try to control the timeline and anticipate the outcomes of change, the more likely you are to diverge from an achievable path. Our answer? We take an adaptive change approach that bridges the gap between strategic aspiration and operational capability.

WHAT IS ADAPTIVE CHANGE?

Adaptive change delivery involves creating the best possible environment for change to succeed.

- Being clear about the strategic goals of change from the outset.
- Considering how organisational influences, such as culture and leadership, will contribute to or hamper change.
- Controlling constraints, dependencies, priorities and capabilities – the adaptive influences – in order to achieve successful change delivery.

ORGANISATIONAL INFLUENCES



ADAPTIVE INFLUENCES

MANAGING ADAPTIVE INFLUENCES

OPTIMISE YOUR PEOPLE

Blend people's aptitude and skills to create a united team that is focused on delivering the change you seek.

PRIORITISE THE BENEFITS

Consider hard and soft benefits, then prepare to achieve them by assigning business accountability and effort within the delivery change team.

BE REALISTIC ABOUT DELIVERY

Create a delivery path that reflects technical priorities and constraints, as well as your organisation's strategic goals.

MONITOR ACTIVITY

Having locked-in a realistic delivery timeline, monitor the team's activity and report on progress with transparency and accuracy.

Taking an adaptive change approach to your programme will create the optimum environment for delivery. It's not a magic solution – it just makes success more likely.

"66% of CEOs admit that they struggle to implement their change strategy. Why? We believe that 'change' has a logic of its own."

DELIVERY MOMENTUM

For an adaptive change approach to succeed, it is imperative to know what you want from the outset. Clarify the business objectives and consider the ramifications of the change for the whole organisation, including cost, timescale and risk. Reconfirm that this really is what you want and make sure the planned change is aligned with corporate strategy.

Having factored in the organisational risks you identified, sequence the change deliveries according to need. Assess big bang implementation versus iterative delivery. Identify the potential 'bumps in the road' and deploy the programme's resources intelligently, to the agreed, reasoned plan. Cement early success to demonstrate that the programme is truly in control and create trust and confidence.

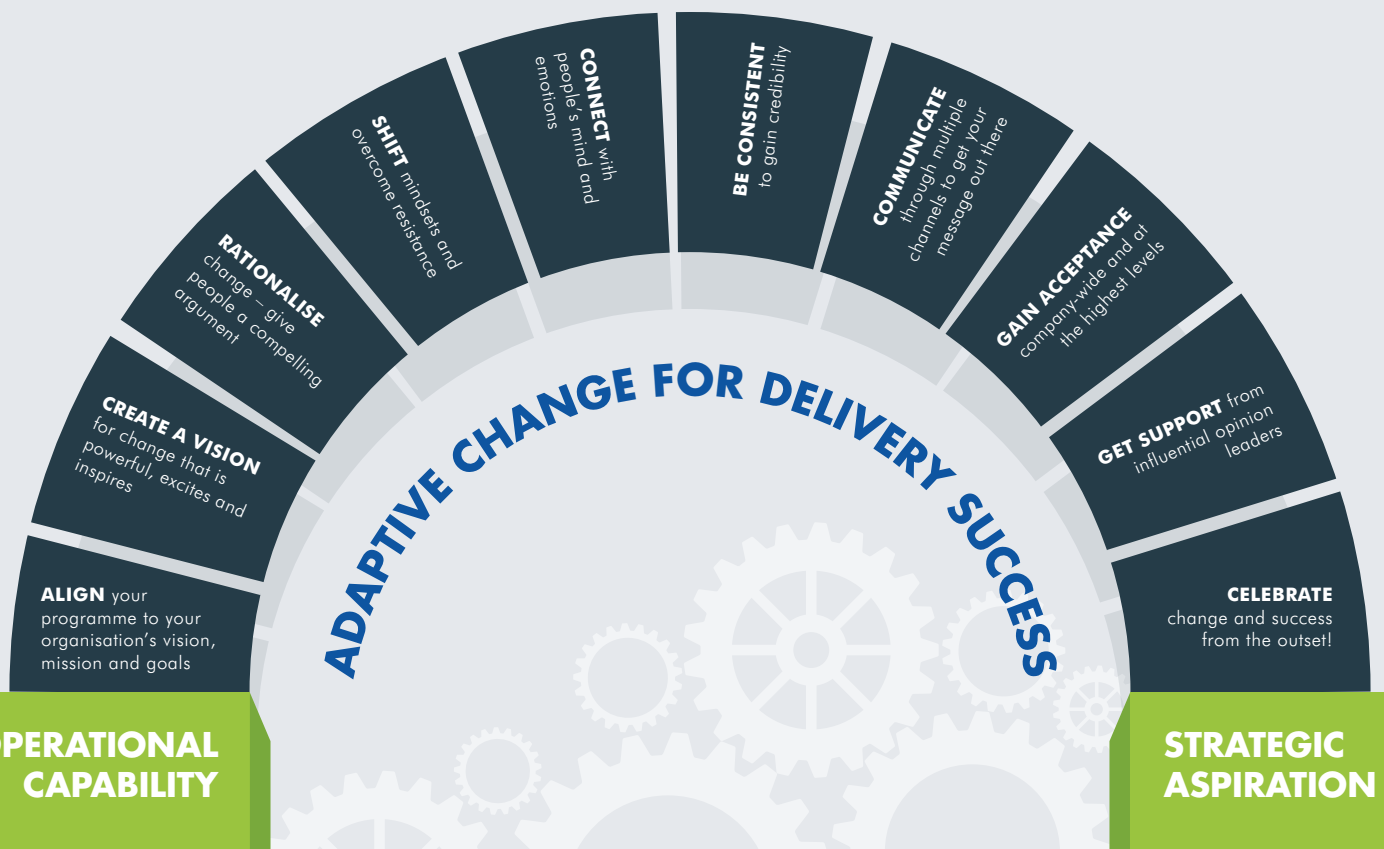
As the project progresses, evolve the change processes, don't just follow them! To achieve speed of delivery, your team should use proven processes, templates and exemplars. Continue with what works and ditch what doesn't.

Throughout the process, encourage constructive questioning. This is healthy and can safeguard progress. Decision-making needs to be responsive, to support the required delivery timeline and outcomes. The governance process and forums must be tied-in.

Being a 'well-oiled machine' builds pride and confidence in the team. Through good collective management, you will achieve delivery momentum.

PEOPLE CREATE CHANGE

At Change Specialists, we have identified 10 principles for working with people to bring about successful adaptive change delivery. Put these pieces in place and you will create the conditions needed to bridge the gap between operational capability and strategic aspiration.



HOW CAN WE HELP?

Change Specialists are experts in adaptive change delivery and our consultants have the experience and expertise to give your change programme the best possible chance of success.

Get in touch today to find out more.