



BUILDING THE BEST CHANGE TEAM

Is your change delivery team as good as it can possibly be? However talented and committed individuals are, if they're simply a collection of disparate people they will not succeed. Again and again we have seen change programmes falter because the change team isn't a collaborative, cohesive force with complementary skills and a shared vision and values. In essence, it isn't a team.

Ultimately it is people that make a difference when it comes to change. The focus of a change programme may be a new building, processes or software, but without people to introduce, communicate and use them, they remain inert and valueless. While project methodology and governance are important, nothing is more fundamental to success than choosing, combining and valuing people effectively.

Every individual working towards change – whether sponsor, internal colleague or external contractor – needs to be and feel part of the team. There can be no 'us and them' – in Change Specialists' terms, you need One Team.

ONE SIZE DOES NOT FIT ALL

At Change Specialists, we use our One Team approach to create the best possible team and, as a result, optimise the chance of successful change delivery.

One Team is the opposite of a one-size-fits-all approach. We begin by asking lots of questions to understand the change environment.

- What really matters to the organisation?
- What do people say they want to achieve as a result of this change? What do they really want to achieve?
- Do they really want to deliver?
- What are individuals' personal motivations?
- What practical problems stand in the way of change (e.g. budget)?
- Who is already involved in implementing the change? What are their strengths, weaknesses, skills and personal qualities?

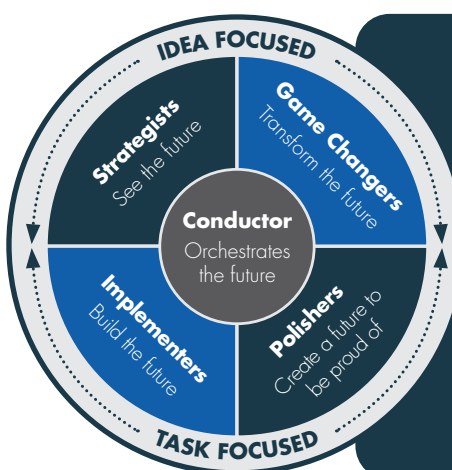
Only once we have this information do we begin to build the change team. What particular team is needed in order to achieve success in this change environment?

BUILDING ONE TEAM

Just as with a football team, when building any change team you need to get the best possible balance of skills, experience, knowledge and personal qualities.

Bear in mind that the right team for a change programme is unlikely to be the same as for business as usual. When transformational change is underway, people often need to operate at a more heightened level of pressure and speed than usual. Think of troops in peacetime and troops at war: when action is intense, you need different talents and personality traits in your team.

We've identified four key personality types that are key to successful change.



Does your change team include these different personality types?

Who fulfils each role?

Is the balance right across the team?

Where are there gaps? Who might fill them?

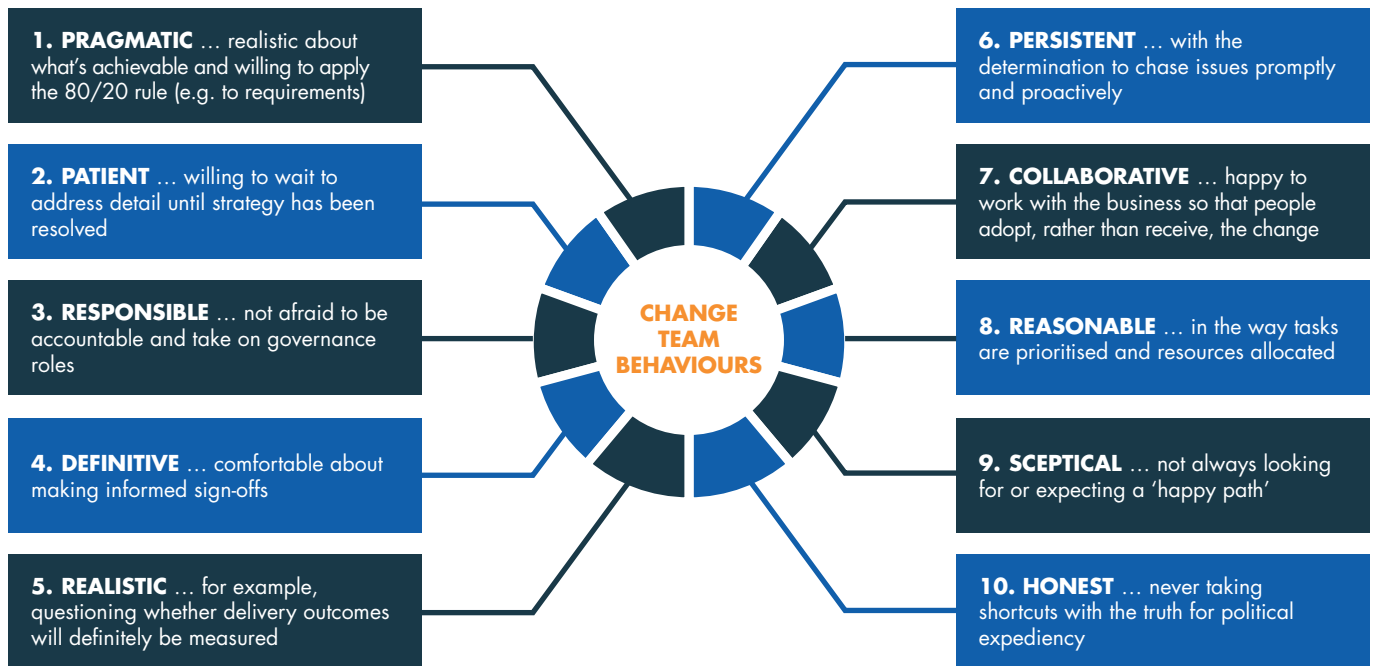
What additional capability do you need to complement the people already in place?

"It's amazing what you can accomplish if you do not care who gets the credit."

Harry S Truman

CHANGE DELIVERY BEHAVIOURS

We have identified 10 behaviours that are essential to successful change delivery. As the personality type chart on the previous page suggests, not everyone needs to be able to demonstrate all of these behaviours, but you need to make sure you cover them all off within your change team.

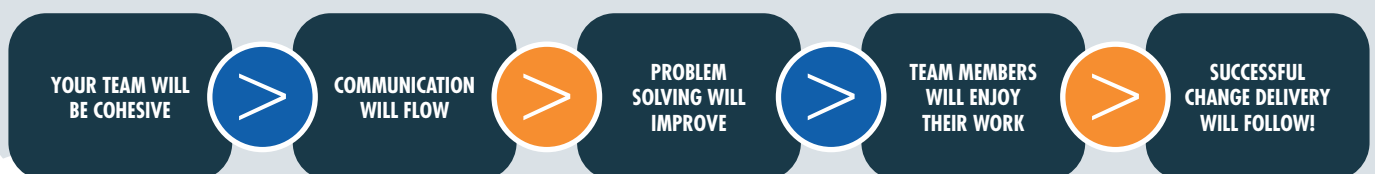


A change team needs to be a cohesive, open group, where individuals feel safe to speak out, make mistakes and support one another.

Build the right team dynamics.

WHAT DIFFERENCE DOES IT MAKE?

Get the right team in place and your change delivery will stand the best possible chance of success.



HOW CAN WE HELP?

Change Specialists are experts in building the very best change teams. We can help you assess your team, produce a team road map, mentor and train, and provide capability to enhance your own people.

Get in touch today to find out more.