



Quick CLIX for CHANGE ◀ No: 4

12 Guidelines for Good Change

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➔ Here's a summary of some of the key change ideas and actions you may want to design into your change processes.

? Which are the most important for you to incorporate into your change planning? What actions can you take to help enact the ones you find most useful to you?

1. CLARIFY THE CHANGE CHALLENGE. Is it right? Is it worthwhile? Do I really want to take it up? Can I see how doing this will help me make a difference? If you are not committed, you can hardly expect to energise others.

2. SHAPE YOUR PERSONAL CHANGE VISION – then build commitment to it by developing a vision with your team and talking and acting positively about it.

3. CHALLENGE CONVENTIONAL WISDOM. Ask the questions many believe can't be asked. Question the 'prevailing wisdom', values and culture – with respect, tolerance and without arrogance, using good inquiry skills.

4. SET CLEAR PERFORMANCE GOALS AND CHALLENGES that focus effort – not strings of meaningless, unaligned activities. Establish milestones so you know how you're changing – and do it from the beginning.

5. DEFINE THE CHANGE ARENA – what is in it or not. Be clear on limits, givens, possibilities and expectations.

6. PLAN A CLEAR CHANGE PROCESS to involve and mobilise people with tools, deliverables and timeframes.

7. FORM A GUIDING COALITION. Identify advocates and champions early in the process, focus effort on them and invest them with power to make things happen. It is a myth change only works by winning over the entrenched resisters.

8. COMMUNICATE CONSTANTLY in all different ways to keep dialogue open. Reinforce benefits, early wins and consequences of not changing. Be clear and 'up-front' about reasons for change – people respond better when they are told the truth, even if it isn't good news. Tell people what you know and what you don't.

9. FOCUS ON RESULTS, PROCESS AND RELATIONSHIP. Ensure everyone is aware of the equal importance of a balanced approach that builds relationships and uses sound processes, not just focuses on getting results.

10. SEEK MAXIMUM PARTICIPATION. Plan to involve people in a variety of ways as you work through your change initiative. Involve them not just in what you want them to do, but also in planning what they think are the best ways of involving them. Persevere with participation – but don't impose it.

11. FACILITATE AGREEMENT: Encourage open dialogue and debate about the issues and use collaboration and consensus. Avoid polarising opinion.

12. CELEBRATE ACCOMPLISHMENT. Acknowledge and reward people for the efforts they make in the change process. Chalk up wins and celebrate milestones.



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