

NAVIGATING THE PERFECT 'CHANGE STORM'

We all appreciate the value of a good weather forecast. It gives us a sense of the conditions that lie ahead and allows us to plan how we can best deal with them. For business leaders and organisations, today's forecast consists of COVID-19, Recession, EU exit and the Net Zero Carbon agenda, and it is all pointing to a perfect 'change storm' heading our way.

THE STORM AHEAD

Each of these individual 'weather fronts' alone present organisations with a significant change challenge that will need investment, robust planning and flawless execution. Combined, the sheer volume of change they bring, the scale of complexity they present and the breadth and depth of organisational impact they will have is truly seismic. Dealing with all of this will take us into uncharted territory and requires a laser-sharp focus on managing the change it will bring.

Organisations risk failure if these challenges are approached individually. This needs business leaders to instigate a single, integrated business transformation programme to ensure that changes are planned, managed and controlled in a coordinated way that enables their organisations to weather the storm.

BE PREPARED FOR WHAT IS COMING

Putting in the necessary preparation will pay dividends as the 'change storm' gathers momentum and hits. For business leaders, this means now is the time to set out the vision for their organisation against this external backdrop, to define what their organisation will look like after the storm has passed and to put in place a strategy and plan for steering their organisations on the journey ahead.

This preparation is critical, not only on a practical level but also an emotional level. It will ensure there is a narrative to use with people across the organisation that galvanises them around a clear and compelling story. It will give confidence to those outside of the organisation that the business is well prepared to deal with the challenges that lie ahead.

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KEEP YOUR EYE ON THE BIG PICTURE

As the storm starts to hit and change starts to impact across the organisation, it is inevitable that the focus will get drawn into managing the detail. This will clearly be needed to deliver specific changes successfully. However, it is vital that business leaders maintain a view of the big picture and manage the change landscape across their organisation in a joined-up way.

Putting in place an enterprise-wide transformation office - as an 'eye in the sky' - that can look across the organisation, maintaining a clear view of everything that is going on and prioritising and managing the change in an integrated way will be key to success. Business leaders should look to establish this function early and give it the appropriate mandate to define, direct and control the delivery of business change across the organisation in an integrated way.

MAKE SURE THE IMPACT IS PROPERLY UNDERSTOOD AND MANAGED

Like any storm, the impact will be broad and deep. All parts of the business will be affected, and everyone will experience the conditions from their perspective. Ensuring the whole organisation is actively engaged and they have a clear role to play will help maximise the chances that changes are owned by the business and embedded to deliver real business outcomes.

This will require business leaders to adopt a comprehensive business change led approach that has clear and visible sponsorship from the top, a network of change agents across the organisation to connect into all parts of the business and a comprehensive business change impact and readiness approach. All of this will enable a clear business change strategy and plan to be developed that will ensure change can be implemented in a coherent and managed way.



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EQUIP YOURSELF FOR THE CONDITIONS AHEAD

Whether it is making sure we have the right kit to manage things ourselves or getting help from others when things get trickier, we need to make sure we have access to all of the tools and resources we are likely to need. This will be true for organisations as they face into the change ahead.

Business leaders must ensure there is a clearly defined view of how change is managed across their organisation – including the associated methods, tools, and frameworks – that is understood by all. To deliver against this, a complimentary resourcing strategy is required that maps out the essential capabilities and identifies the internal and external sources that can be deployed to execute in the most effective way.

At Project One, we have helped many customers through complex, transformational change. This is where our experience and expertise lie. We have a simple and pragmatic approach that helps our customers through every step of their own bespoke journey, and we'd be delighted to help you through yours. Please get in touch for a discussion:

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REAL CHANGE DIAGNOSTIC

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