



Alfa & Omega NBS

it's about people

People Change Enablement Approach "Change Management"

58 Cathedral Street, George Central, George, 6529

T: +27 (0) 44 874 4256

E: info@alfaomega.co.za

W: www.alfaomega.co.za



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1. Fit for Purpose Change Enablement

We work with clients to develop and rollout, a fit for purpose change enablement approach, enabling the alignment to, as well as the adoption and embedding of the planned client initiative(s) and desired outcome.

2. Nature of Change

Change is not a linear event but consist of many interactions of different components and complexities which need to be integrated and actively lead. In dealing with change within an organization the fundamental question which arises in most if not all people are “how does this impact on me?”

In our approach we take into consideration your end-to-end enterprise architectural framework to ensure all the dominoes are stacked in a manner which will eliminate the tumbling effect.

3. Change Through People

Although any change in an organization needs to be implemented by the people, the employees who are impacted are usually neglected or only engaged during the implementation phase which is way too late. That is the reason why, according to the well-known McKinsey research, almost 70% of all change and transformation initiatives either fail or do not produce the benefits and value that was originally anticipated.

Our approach is based on the following principles:

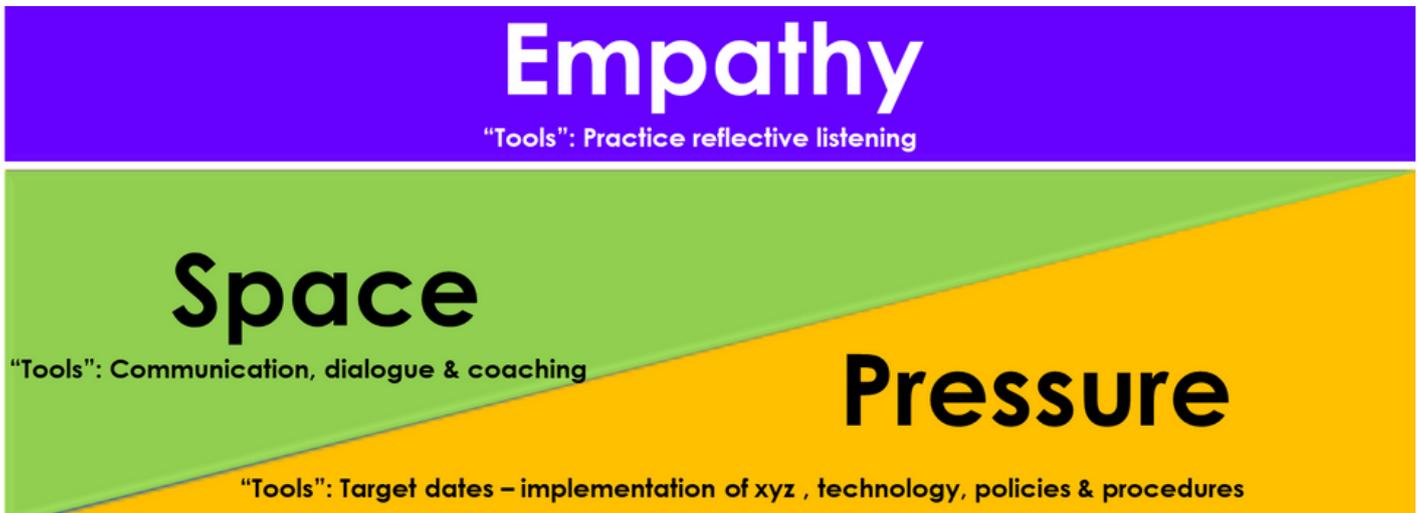
- Co-creation and collaboration by the people who are impacted by the change. People left in the dark will always assume the worst.
- Change and transformation should always be leader-led.
- People will only support change for what they are ready for, in other words, for what they are prepared.

4. Change Enablement Methodology

Our change enablement methodology is based on thorough research by McLagan and Nel and has been tested in several change and transformation initiatives in large corporations. The change methodology is called the ‘ESP of Change’ - Empathy, Space and Pressure (see Figure 1 below), which provides a combination of methods that are applied at various stages, to effect the desired change:



Figure 1: ESP of Change



5. Change Enablement Approach

Our change enablement approach consists of the following:

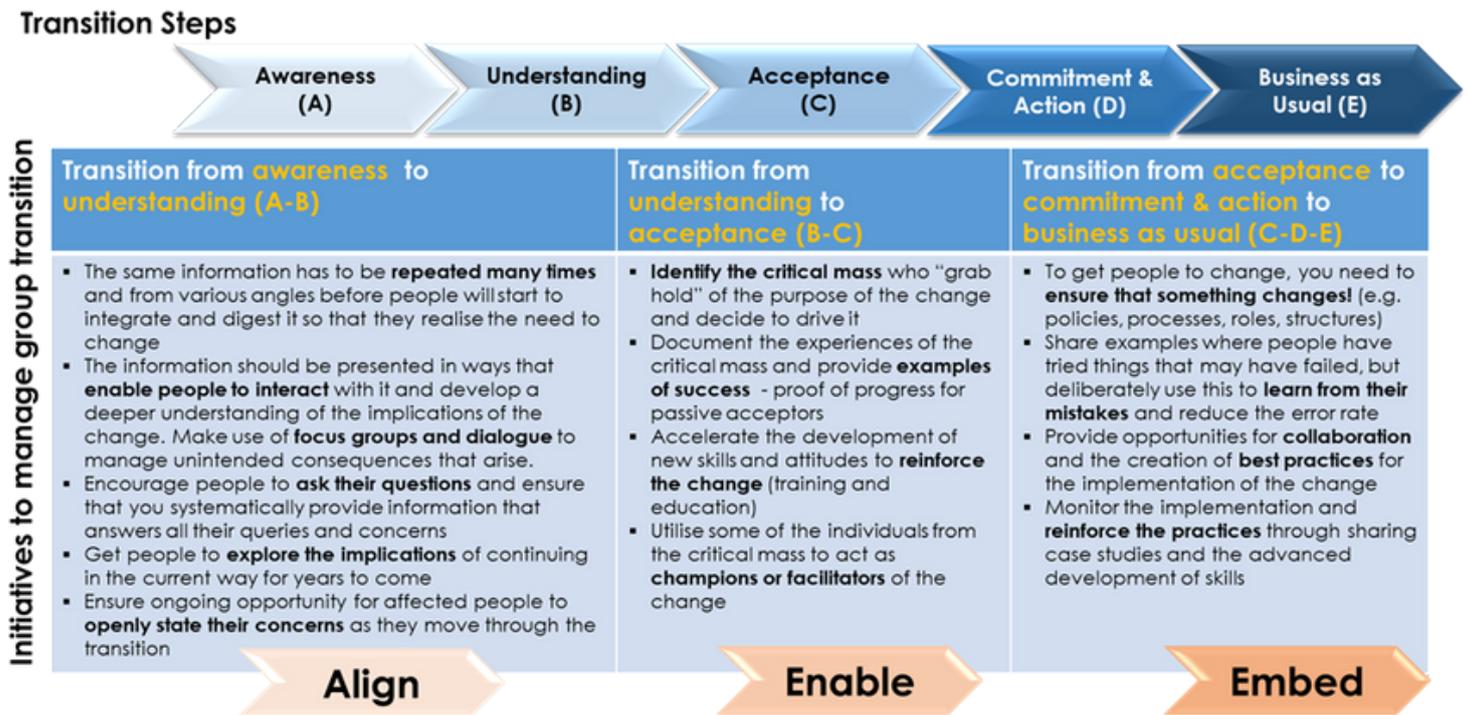
- Building a high performing project team through change enablement interventions that focus on team cohesion and effectiveness
- To understand the required people change and create a shared meaning of the desired end result, commonly referred to as the "Change Vision".
- To do and review the stakeholder analysis and check whether the analysis includes both input and output stakeholders as well as informal leaders, opinion leaders and influential people from the target population.
- To at inception of the project specify what the project success criteria will be and how they can be measured. Project success criteria rely on hard financial as well as behavioural change indicators.
- In collaboration with representatives from all the stakeholder groupings develop a People Change Enablement Plan "PCE Plan" which will be the roadmap for the duration of the initiative, defining what actions and interventions are needed in terms of; leadership sponsorship, stakeholder management, communication, training and development, organisational design and any other topic of importance.
- Line managers lead the change in their respective business units and therefore need the required skills to fulfil this role.
- Our enabling approach suggests the involvement of internal resources e.g. change enablement or organization development consultants to work as partners from the start of the project to ensure traction and ongoing support for the internalization of the change initiative.

6. Change Transition

The purpose of any change enablement initiative is to help the group (people in the company) to effectively transition from the "as is" to the "to be". If the transition initiatives are successfully implemented, your business will move through the transition steps starting with awareness and ending with business as usual where the desired change is fully embedded – See illustration of the transition initiatives and steps in Figure 2 below.



Figure 2: Transition Steps & Initiatives



Should you wish to discuss any of the detail we will gladly assist

Dennis Farrell (Dr)
dennis@alfaomega.co.za
082 453 5840

Murray Burger
murray@alfaomega.co.za
082 453 5350