



Podcast Transcript Making Change Successful

What can you do about failing
change?


3 of 3

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Change Delivery Associates

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Welcome



Hello and welcome to the third in a series of three podcasts on Making change successful. My name is John Hugo. At Change Delivery Associates we specialise in successfully delivering change alongside our partners.

You can register for our podcasts through our RSS feed or download them from our website at www.changedeliveryassociates.com

We have also made the transcripts available for you to download if text format is preferable. Which ever you choose, I hope you find them enjoyable and useful.

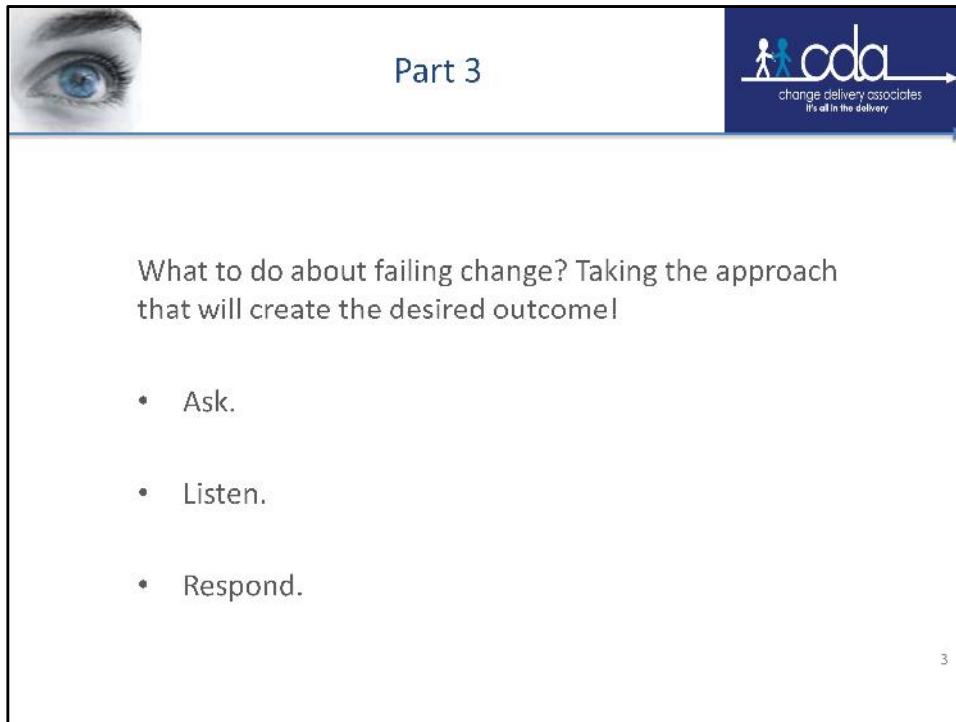


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Ian :

Hello and welcome to the last in this series of three podcasts on Making change successful. In part 3 John is going to talk about, what can be done about failing change. John Hugo is the Managing Director of Change Delivery Associates, who specialise in supporting their partners through successful change.

You can register for our Podcasts at www.changedeliveryassociates.com, link through our RSS feed to get automatic confirmation of the next podcasts. You can also download the transcripts from our site if you would prefer to read the highlights. - John

A presentation slide titled "Part 3" with a blue header bar. On the left of the header is a close-up of a blue eye. On the right is the logo for "cda change delivery associates" with the tagline "It's all in the delivery". The main content of the slide is a bulleted list: "What to do about failing change? Taking the approach that will create the desired outcome!" followed by "• Ask.", "• Listen.", and "• Respond.". A small number "3" is in the bottom right corner of the slide.

Part 3

change delivery associates
It's all in the delivery

What to do about failing change? Taking the approach that will create the desired outcome!

- Ask.
- Listen.
- Respond.

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John:

Thank you Ian.


In part 3 I am going to talk about what can be done if you recognise the signs that will undermine change or change is already failing?

Read Slide...

Lets look at these in more detail...



Picking them up separately



Asking, is not, as is far too commonly concluded a sign of weakness. Leaders confident in themselves, the direction of travel and the change required to achieve it, then asking builds trust in those around you. A leader needs to build the trust and confidence in the people they lead. Asking the right 'open questions' will far more likely achieve the right outcome, than 'closed' directive demands to know why change is not delivering or who is to blame?

Listening - When leaders are frustrated, and do not understand why change is failing, it can be very difficult to take the time to listen and not be obviously frustrated by the responses they get. However the right questions and response will generate much more progress.

Responses need to be open and consistent, if the answer is not known then trust is built if leaders say they do not know, but will make a decision and respond. Many leaders believe they 'should always' know all the answers, and attempt to answer. This answer can all too often become the accepted answer regardless. 4

Slide to the end of Asking...

Close asking with...

I have not come across an organisation that does not have an element of blame culture in one way or another, many talk about not having one, but under the surface it is there... People are far more efficient if they believe they can be constructively open and will be heard rather than wasting huge amounts of effort trying to prove someone else is to blame.

Slide...

Listening is talked about a great deal, but very hard to do... It means however that leaders need to be practicing all the time to get better at it.

Slide...

Responding to people's questions does not mean everyone will like the answer they get, however the rumour mill works much better than any communication plan every has. When people come from an informed position of pessimism they can be supported, but uniformed assumption or rumour generates a perceived knowledge which leaves leaders with no idea what the problems really are.

So how do we pull these together....



Putting the 3 together



When leaders communicate change, they need to create two way communication, it does not always have to be with them directly and should always be through line managers as well, as listening and responses should be. Leaders have to REALLY listen to be able to support line managers through change, who can in turn support their teams. There is always an impact if a business does nothing, this is very often a powerful debate to have when there is resistance or criticism in a business.

Asking, listening and responding does not mean endless committees, delays and increased costs but will often speed things up and enable effective sustained delivery.

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Slide...

Listen and balance the speed of change against culture to take advantage of the strengths and improving on weaknesses.

To paraphrase John Donne - "No man 'or woman' is an island" – This was, and I suggest, will always be true. So ask, listen and respond.

Thank You.

In the next series

The approach to delivering successful change depends on many things and needs to be flexed appropriately.

- Size
- Maturity
- Ambition

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Ian:

Thank you John

And thank you for listening.

Once again we hope you have found this short series of podcasts both enjoyable and useful.

In the next series John will talk about ***Change dependant on size and maturity***

If you have any questions do not hesitate to contact us through our website –
Or complete our free questionnaire at www.changedeliveryassociates.com