MANAGING COMPLEX CHANGE

BASED ON WORKFLOW SET OUT IN BECKHARD AND HARRIS (1987)
ORGANISATIONAL TRANSITIONS

DETERMINING THE NEED FOR CHANGE

DETERMINING THE NEED TO CHANGE: ABOUT MY AGENCY

- Are we clear about our values?

- Can we see our values clearly in our strategy– are we prioritising the right things?

- How are we measuring the impact of our strategy in terms of our values?

- Is the way we organise our work (organisational systems, structure, staff and skills) consistent with our values?

DETERMINING THE NEED TO CHANGE: ABOUT ME

- Am I clear about what is important to me?

- If I am clear about what is important to me, am I prioritising the right things?

- How am I measuring the impact of my work in terms of what is important to me?

- Is the way I organise my work consistent with what is important to me?

DETERMINING THE DEGREE OF CHOICE ABOUT WHETHER TO CHANGE

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- If nothing changes, will things naturally improve?

- If nothing changes, could things get worse?

- In terms of the things that are important to me, is it possible to sit and do nothing?

DEFINING THE DESIRED FUTURE STATE

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- How could things be different so that we are more consistent with our values and able to have a bigger impact?

- If we were designing this work from scratch, what would it look like?

DESCRIBING THE PRESENT STATE

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- Thinking about our values and the impact we want to have, what are three things in our current job that we could do more of?

- Thinking about our values and the impact we want to have, what are three things in our current job that we could do less of?

- What could we start doing?

- What could we stop doing?

GOING FROM HERE TO THERE

MAPPING WHAT NEEDS TO BE DONE

GOING FROM HERE TO THERE

- Who can help me design and implement specific initiatives

- What specific actions could I take now to build momentum

MAPPING AND BUILDING COMMITMENT

- List your stakeholders

- Classified according to how much support you need from them

  - no commitment required/let it happen/help it happen/make it happen

- Rate where they currently are

  - no commitment for the change/won't get in the way/happy to help/ determined for it to happen

- Assess the gap

- Identify actions to close the gap

MANAGING DURING THE TRANSITION STATE

CHARACTERISTICS OF EFFECTIVE ORGANISATIONS (FROM BECKHARD AND HARRIS)

- Purposeful and goal orientated

- Form follows function

- Decisions driven by information not hierarchy

- Reward system is linked to work not to status, and with a focus on intrinsics

- Communication is relatively open

- Inappropriate competition is minimised, and collaboration is maximised in support of the agency's values

- Conflict is managed, not suppressed or avoided

- Leaders make a conscious effort to support each worker's identity, integrity and freedom. Work is organised to support these values

- The organisation focuses on learning constantly