

'Implementing The Key Aspects Of Change Management Effectively'

The Colour Works believes that everyone in an organisation can make a positive unique contribution to it. We believe with our facilitation style, passion and cuttingedge learning, we unlock that potential to the benefit of the individual, team and organisation.





Fact: 70% of business change fails to achieve desired goals

- Lack of strong leadership Know yourself, warts and all
- 2. Lack of team skills and proven approach to change **Know your team & have a plan**
- 3. Lack of effective engagement with stakeholders Know your audience & communicate effectively

Source: NAO/OGC





"People do not resist change – people change all the time. What people resist is having others impose change on them"

Margaret Wheatley Harvard University



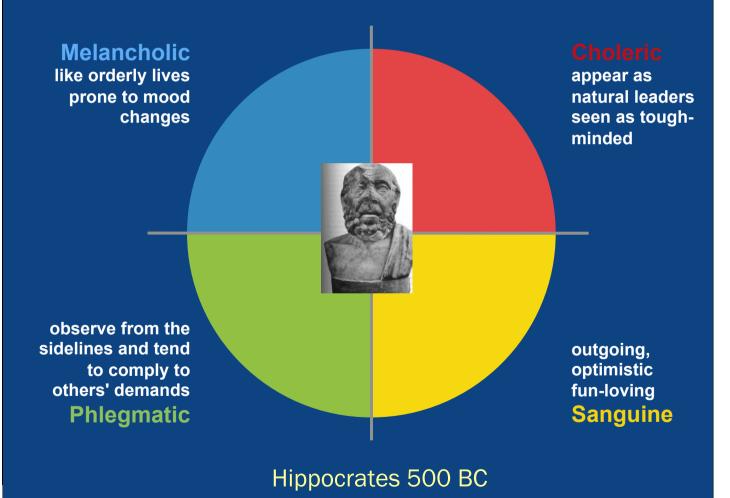


Behaviour





The Four Humours

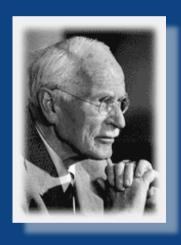






Psychological Preferences

There are 3 pairs of preferences:



Carl Gustav Jung 1875-1961 **Introversion – Extraversion**

how we react to inner & outer experiences

Thinking – Feeling

how we make decisions

Sensation – Intuition

how we take in & process information





The Insights - Colour Energies

Cautious Precise Deliberate Questioning Formal Analytical Competitive
Demanding
Determined
Strong-willed
Purposeful
Driver

Caring
Encouraging
Sharing
Patient
Relaxed
Amiable

Sociable
Dynamic
Demonstrative
Enthusiastic
Persuasive
Expressive





The Insights 4 Colour Energies

On a bad day...

Stuffy Indecisive Suspicious Cold Reserved Aggressive Controlling Driving Overbearing Intolerant

Docile Bland Plodding Reliant Stubborn Excitable
Frantic
Indiscreet
Flamboyant
Hasty





Complementary Styles

Sunshine Yellow

Cool Blue

Strengths

Quick to build relationships
Friendly and sociable
Adaptable, imaginative
Can see the big picture

Weaknesses

A bit reserved at first
Overlook others' feelings
May be rigid & unimaginative
Can focus on unimportant details

Weaknesses

May lack detail and focus
Too casual for some
Poor planner
Can lose interest

Strengths

Knowledgeable and detailed Has an air of competence Asks lots of questions Very thorough right to the end





Complementary Styles

Earth Green

Strengths

Builds deep relationships

Natural listener

Sincere and warm

Patient

Fiery Red

Weaknesses

Can be seen as arrogant
Poor listener
Can be too cold and pushy
May not let others
finish speaking

Weaknesses

Slow to adapt to change Seem to lack enthusiasm Unsure of themselves Reliant on others

Strengths

Love challenges
Want to get things done
Confident of their ability
Influence others





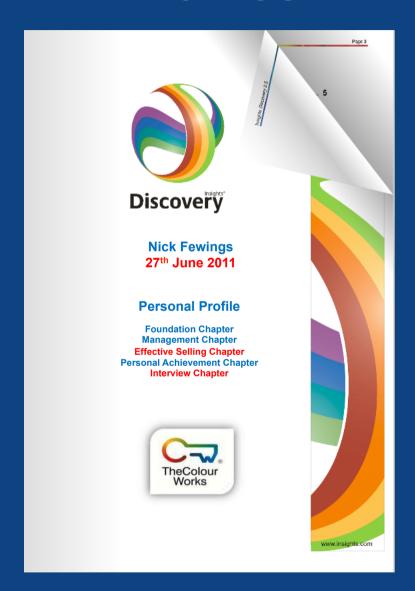
Four Colour Energies: Key Learning Points

- We are a mixture of ALL four colour energies
- We will have a preference for one
- Each energy has both strengths and weaknesses
- No one colour energy is better or worse than another
- We tend to find our opposites incredibly difficult
- We must value the differences to build more effective relationships
- The colours DESCRIBE our behaviour they don't DEFINE us





Profiles







Measuring our preferences

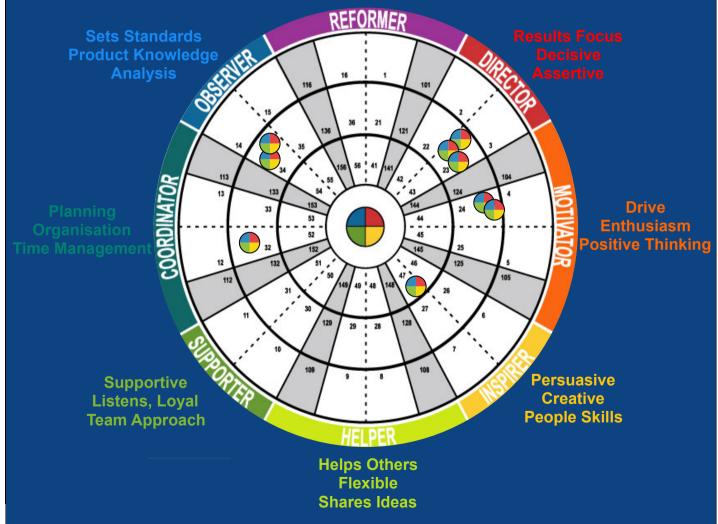






Sample Project Team Wheel

Determination
Monitors Performance
Product Knowledge







Remember your card order? 8-Type Colour Mix Descriptors

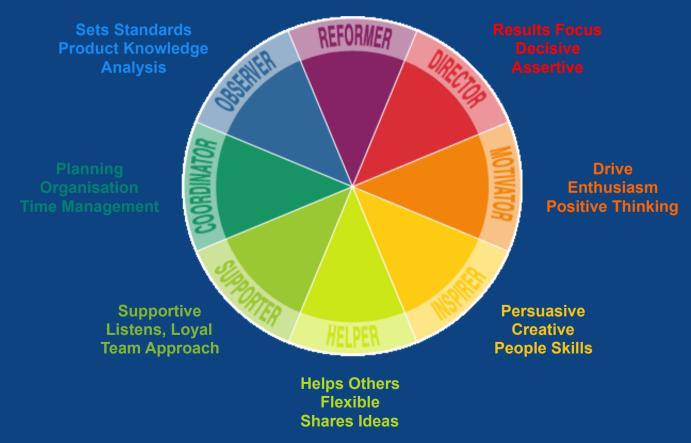
MOST	LEAST	TYPE
		Inspirer
		Helper
		Motivator
		Reformer
		Motivator
		Director
		Observer
		Coordinator
		Reformer
		Supporter
		Coordinator
		Helper





Colourful Skills In Change

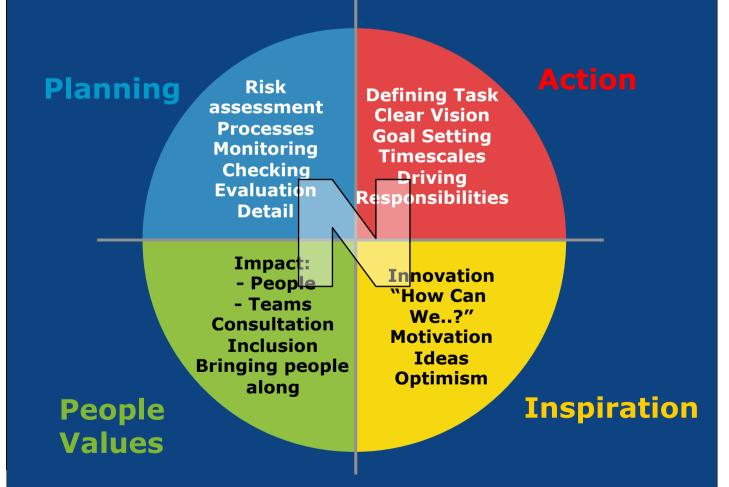
Determination
Monitors Performance
Product Knowledge







eNgage!





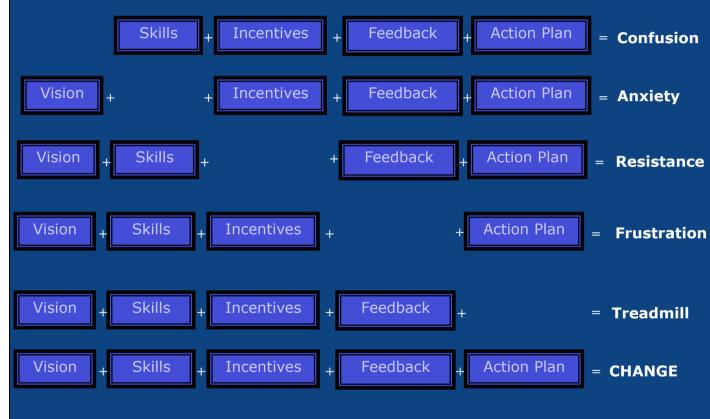


ENGAGINGSTAKEHOLDERS





Leading Complex Change



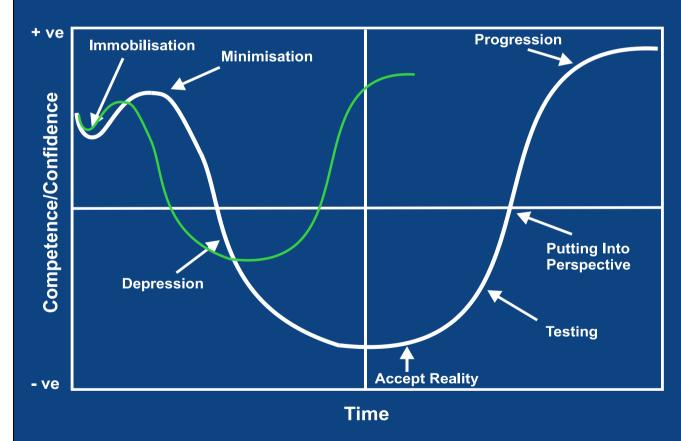


Thousand (2000) adapted from Knoster, T. (1991)



Effective Change Management

The Transition Curve







1. Vision - Clarify The Change

Detailed analysis of how and why

Clearly articulated strategic vision

Written information

Timeframes

Focus groups

Bottom-line impact

Training Plans

Action orientated

Affirmation of values that support the

Compelling and

positive picture of the

future

Consultation

vision

Shared vision

Belief in the reason for change

Understanding of involvement of people





2. Skills - Involve Staff

Support the planning and detailed implementation

Check success

Drive things forward

Delegate to the right people

Action orientated

Value contribution and experience

Be given tasks

Brainstorm new ways of working

Ideas from stakeholders

Flexible agenda





3. Incentives – Manage Resistance

Apply disciplined processes and monitoring

Celebrate success

Restate objectives

Analyse to come up with solutions

Build on quick wins

Ensure everyone is valued for their contribution

Reinforce working as a team

Lead by example

Be flexible

Persuade that the change is of value

Provide verbal feedback





4. Feedback - Communicate

Detailed written Goal directed information

Action orientated

Measures of success

Time focussed

Clear unambiguous

messages One point of contact

Logical not emotive Small task force

What is expected of individuals **Opportunities to**

share ideas

Small groups

Face to face

Ability to give feedback Visual

Q & A sessions Involvement





5. Action Plan - Track Progress

Provide statistical information on progress on a regular and ongoing basis

Share success, quick wins and feed back

Learn from

mistakes

slippage

Define level of reporting

Update using small focus groups

Focus on the affect on people

Ensure there are opportunities to give feedback, before, during and after

Gauge morale of staff





The Golden Rule

Do Unto Others as Sex THEY would be done unto







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