

Change Management - Unless/Cannot Framework and the Critical Import of the 5Qs

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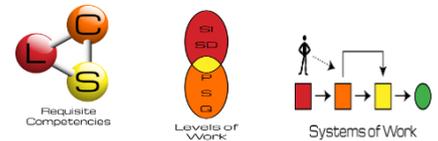
Leadership through change must provide direction, meaning, encourage practical wisdom about how to do things differently and build in review so that learning becomes the norm. Many organisations when asking employees to answer the Five Key Questions, are unpleasantly surprised by the outcomes. This is often caused by dismantling vertical structure and having incoherent and therefore vulnerable managerial leadership practices.

It may help to think of this in terms on an ‘unless/cannot’ framework of work themes of increasing complexity –that unless certain conditions are provided by wider levels, change at any other work theme cannot be fully achieved. One good reason for thinking in this way is that it indicates where to strengthen efforts when change runs into difficulty or in terms of planning, to ensure that managerial leaders are cognisant of what they need to know, be and do for change management and what relevant systems of work are needed to support them.

A common response is to focus on what is perceived to be the ‘failures’, but it is far more effective to look to what is not happening in the work that should be providing the context for change. This place change management effectively where it needs to be belong, with managerial leadership.

The effective management of change is dependent on three of the most basic principles of Requisite.

- the work themes are intact
- managerial leaders are competent, empowered and understand their role in change.
- Effective Systems of Work exist for consistency, yet variation of communication

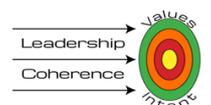


Each Work Theme has a Unique Value add and a Time Span. Organisation viability and direction is held at the executive levels of the enterprise, by the board and CEO. For example, in your company you have six clear themes of work complexity.

Corporate Prescience – (the most complex work identified) unless leaders at this Work Theme propose and explain changes in the light of current and anticipated economic, social, political, technological influences, (Strategic Intent CEOs and MDs) cannot define and describe a strategic intent for those changes and thus direction and values for their areas of accountability, normally working with a five- Seven year time horizon. Thus Organisational Sequences are initiated at this work theme.



Clear leadership by the Group CEO and his corporate collegiate will sustain reputation so that it is the touchstone for all change at the macro level. Everyone in the organisation will be clear about their roles in protecting it and will be proud and confident to represent the organisation through change and beyond. This provides coherence of purpose connecting the organisation.



Where leadership at this work theme is unclear, costs of change are likely to run out of control, reputation may become at risk, change is resisted or is likely to be inconsistent and eventually to stall. Frequent changes of direction are experienced and if not addressed, the entire enterprise may

collapse a work theme, reducing its potential. Corporate strategy may become catch up and the opportunity for industry leadership (is lost).

Strategic Intent - unless leaders at the divisional MD or CEO work theme create a clear picture of the strategic intent for the next 5-10 years and send unequivocal messages about the nature and extent of the change, people working *at Strategic Development* cannot make appropriate decisions on what capabilities will be needed for the future and hence will not be able to develop appropriate strategies to bring them into being. Thus they will only take that action 'too late'.

Clear leadership at this work theme will provide a sense of purpose for the change so that it will be understood and accepted and effective re costs, innovation, practices, systems, and culture. There will be effective collaboration across functional areas such as departments/divisions, clients/customers and partners, who will hear clear, consistent messages and each person will know where his or her work fits in the new regime and will be confident that their contribution is valued.

Where leadership at the Strategic Intent Work theme is not clear, there will be complaints that 'there is no vision', that we are unclear on where we are heading and people will keep their heads down assuming the change will go away and everyone will protect their own patch. Or they will create their own vision and protect it. Over time, change fatigue will become resistance.

Strategic Development. Unless leadership at this work theme reviews the anticipated requirements over the next 3-5 years and decides on plans for strategic development of the organisation's capabilities, then people working *at Practice* cannot identify what best practice operating processes are going to be needed and the changes required to the Systems of Work and Resourcing.

Clear leadership at Strategic Development will provide a sense of direction so change will be paced, will ensure budget discipline to minimize extravagance and waste and balance between efficiency and effectiveness, and between quality and cost. The appropriate products or systems may not be invested in or terminated, and costs will increase. Externally, market share will be lost.

If leadership at this work level is not clear, people will complain that they do not know where they are heading, pacing will be too fast or too slow, costs to serve will be out of control.

Practice – unless leadership at this work theme provides systems, processes, standards and resources necessary to create current best practice over the next 1-2 years, then people working *at Service* cannot provide the leadership, planning and scheduling and information services needed by people at the *Quality Work Theme*.

Clear leadership at Practice will provide a sense of fairness about change and the way it is being handled, people will be able to willing to enhance their professional/technical skills (especially important where part of change is to create more specialist roles or where there are professional self-managed Agile teams). It will also ensure cost-effectiveness by ensuring the continuous work of 'cleaning up' waste and extravagance in the work themes of Quality and Service.

If leadership at Practice is not clear, there will be resistance, loss of confidence and large numbers of grievances and appeals about the ways in which change is being handled. Costs are likely to increase as does inefficiency, while quality declines.

A symptom of lack of shared purpose running through all work themes is continual restructuring drives increasing weariness with change and loss of customer focus. This robs the Bank of Trust and in turn the strong, trusting two relationships between team leaders and teams. Feedback to Strategic Intent in loss of profit and reputation.

Service Work – unless leadership at this theme provides planning, scheduling and information for the year ahead, people working at the Quality work theme cannot use their individual skilled knowledge in different ways and remain efficient, do in-process problem-solving when processes are changing, identify waste/shrinkage and loss in changed circumstances and control it whilst producing what the client/customer sees as good quality. Agile ways of working have transformed this work level, while conversely, the digital landscape may indeed undermine this Work Theme unless its unique value add is understood and valued in the drive to reduce costs to serve.

Clear leadership at the Service Work Theme ensures trust in the organisation as it continually makes operational changes. Leaders at this level are especially vulnerable because they are in pole position to build or weaken trust as staff, customers, clients experience change situations that impact them directly.

Clear leadership at this theme holds two key balances: one is between best possible response to each customer, employee, supplier and the cost of that response (costs to serve), the other is between work as it needs to continue and changes in working processes and/or conditions.

If leadership at the Service Work Theme is not clear, people working at Quality will feel their contribution is not valued and their needs not attended to; waste will not be controlled, costs and absenteeism will rise.



A ready to use audit mechanism of effective change management and of work system health is the 5 core questions all employees need to be able to answer. This addresses all of the key components of the Organisational Sequence. The Figure on page 4 illustrates how value is created through the 5 Qs.

Conclusion

Change management effectiveness is governed by each work theme adding its unique value. It is delivered by effective managerial leaders who are accountable for performance, hence communication to the team and to ensure all team can answer the 5 core questions.

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