
Change.



Strategic
People
Group.

change

Change is a constant part of the modern economy with rapid changes in technology, global competition, exchange rates and the impact of the global economy on the local economy. According to Michael Hammer, an organisations only strategic advantage is its ability to organise itself to meet these challenges. At the heart of an organisations ability to organise itself is the capacity to define what people need to do differently to align their behaviour with a new strategy or approach.

Unfortunately, change is harder than it looks with fewer than one third of organisations delivering the desired outcomes, and the long term impact of poorly implemented change being significant. Organisations that succeed don't just focus on the change itself. Instead, they follow up with initiatives to change the culture or processes, they focus on a positive vision and communications, they support the people (those who are retained and any who leave) and they take the time to create sustainable, embedded change.

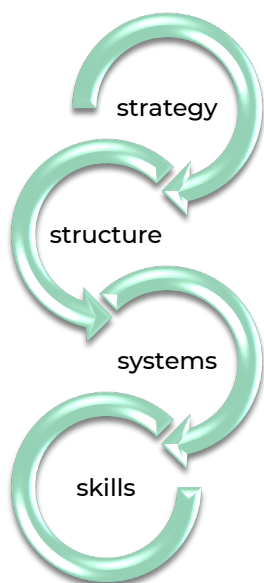
The real path to greatness, it turns out, requires simplicity and diligence. It requires clarity, not instant illumination. It demands each of us to focus on what is vital—and to eliminate all of the extraneous distractions.

Jim Collins

We can help you identify your **strategy**. We focus on identifying what needs to change by finding your strengths, aspirations, any opportunities available to improve and the results you would like to achieve. We assist in the creation of a practical strategy with quarterly milestones and KPIs to enable you to track and communicate progress.

We can help you design new organisational structures that will enable you to focus on the achievement of your aspirations and better results. A clear focus on your success factors will provide clarity and optimise your chances of succeeding. Identifying the downsides of possible new structures enables mitigating strategies to be put in place.

Implementing your new structure can be through **evolution** (using succession planning, retirements, turnover, promotions, secondments, and developing people into roles) or **revolution** (restructuring and selecting people into roles). Evolution is the most successful approach but occasionally revolution is needed.



Embedding a new structure requires aligning systems and behaviour with new requirements, making sure people are not overwhelmed by perceived changes and are re-engaged with the business and the future. This is achieved by:

- equipping your leadership team through our proven leadership programme, - **leading change** - so they can support and bring people along with the changes. Leadership is the difference between people seeing the change as stressful and overwhelming or an opportunity to develop and grow
- identifying the culture, behaviour and skills needed to achieve your strategic objectives and put systems and processes in to reinforce and support the new required ways of working and

The following pages outline the support we can provide in each of these areas for your organisation

strategy

We can't tell you how you should change but we can help you identify areas of strength that need to be focused on, the things that need to be stopped, what your people are passionate about and help you define the results that will create success for you – to help you find your direction.

We can **facilitate planning sessions** using SOAR - a positive psychology approach to bottom-up planning - to identify the strengths, opportunities and aspirations of your employees and the results you can obtain by playing to their **strengths** and realising **opportunities** for improvement. These sessions can be run with managers or involving all staff. For each strength and opportunity identified we then run appreciative inquiries - identifying where or when it is already working the way you want it to within your organisation, and how to make it the norm. This creates a powerful driver for change - where people can see processes already working somewhere within your organisation the change becomes much more achievable and the stories generated through identifying these can be used effectively in communicating the rationale for change.



Aspirations – Jim Collin's found in his review of organisations that changed successfully, that they had a clear and simple vision of where they wanted to be - a hedgehog view of the world. Cutting through the complexity and presenting a simple vision directs behaviour – and gives people hope. And hope accounts for 14% of the positive difference in job performance!

Results - the focus on results enables the strengths and opportunities needed to be tied to the market potential. There is no point in pursuing your strengths if there is no market for them. The results also enable the identification of core metrics - how you will define success and what differences you need to measure to make your aspirations a reality.

We can help you design new **organisational structures** to focus on the achievement of your aspirations and better results. No structure is perfect, but clustering the functions together that will enable a clear focus on your success factors maximizes communication and cooperation towards achieving in those areas. Identifying the downsides of the optimal structure enables mitigating strategies to be put in place. These could be things like dotted reporting lines or cross-functional meetings.

The last stage in the process is identifying the **options for implementing change**. We often want to implement changes straight away but research consistently shows this has long term negative impact and more often than not, destroys organisational value. Successful change is implemented as evolution not revolution. We can work with you to create plans to use succession planning to keep the right people on the bus and to take opportunities presented by retirements, promotions, secondments, and developing roles to evolve the business to your desired structure. Sometimes a quick change is required – our support for this is outlined overleaf – but this is much more difficult to achieve successfully.

evolution

Jim Collins described effective change as being like getting a giant flywheel going. It takes concerted effort for a start but once it gains momentum it is hard to stop. We're here to help add momentum to your change by aligning systems and people's efforts to the new way of working or new focuses.

aligning people and structures

We can work with you to develop approaches to evolve your structure and people over time to meet the ongoing needs of the business. Using our knowledge of change we can develop structures and plans that enable you to evolve over time as milestones are reached – eliminating the need for damaging radical change. Talent management systems, succession planning, retirement planning, aspiring leaders and individual development systems can all be used to ensure your talent and roles are evolving to your ongoing needs.

aligning systems and behaviour

We work with you to clearly define what needs to change in the way your staff work to support your new strategy or mode of operation – the behaviours and competencies that underpin working in the required way.

Once the new behaviours and competencies are defined, other systems can be aligned with what is required in the future, eg:

- recognition and reward approaches and employment agreements
- aligning the acquisition and retention of talent with the new requirements - recruitment and selection systems, induction succession planning and talent management
- aligning leadership behaviours to support the new way of working
- individual development and training
- creating a strategic road map, linking KPIs for each business unit to the strategic direction and then to individual objectives through the performance management system.
- monthly coaching - setting performance objectives and reviewing these annually won't change behaviour - but monthly coaching will. Our Leaders Coach programme and support for creating a coaching culture will not only support change but lead to a higher-performing organisation.

Companies that make the change from good to great have no name for their transformation—and absolutely no program. They neither rant nor rave about a crisis—and they don't manufacture one where none exists. They don't "motivate" people—their people are self-motivated. There's no evidence of a connection between money and change mastery. And fear doesn't drive change—but it does perpetuate mediocrity.

Jim Collins, Good to Great

revolution

Sometimes revolution is needed in your business rather than evolution – and for many the financial impact of Covid-19 is the impetus. We can assist you with processes and implementation through these difficult times. Your employees will remember how you dealt with them during this process for years to come, and they will tell others – how do you want to be remembered?

change management processes

We will work with you to deliver consultation and communication strategies to get understanding and buy-in to the changes from staff and employee representatives. We can assist you with planning and implementation of change processes, including:

- reviewing employment agreements to ensure all obligations are met
- preparation of communications
- liaising with Unions
- documentation (such as consultation proposals, new position descriptions, structure charts, and letters confirming decisions)
- sourcing support for staff members during the process
- coaching managers who are communicating with staff
- advising on redeployment
- supporting managers during change meetings
- implementing final decisions

We can also assist with formulating other strategies to reduce impact such as voluntary redundancy, reviewing training plans etc.

SPG assisted the organisation through an in-depth organisational review, including a major restructure and culture change. They took care of all strategic and operational HR matters, including recruitment, change management, leadership coaching and performance management. I found their advice to be professional, timely and of high calibre. Their vast experience, wisdom, high levels of empathy, innovative approach, integrity, positive nature and sense of humour were invaluable throughout his involvement. I enjoyed working with them during this time and highly recommend their service to organisations with similar needs.

Suzette van Aswegen, Chief Executive
Mackenzie District Council

selecting staff into roles

Where selection of staff into fewer or new roles is required, we can assist with this.

- For situations where there are fewer roles than employees we can look at selection criteria, and (where needed) support interviews to determine who may be best suited. [We can also train your managers in interviewing skills.](#)
- Where new roles are created, our assessment centre process provides thorough assessment on potential, which candidates see as fair and reliable, and results in a selection decision and development plans to assist retained employees to meet the new requirements.

Once people are into their roles and those who are not required have moved on – now is the time to make sure the change is going to work. (page 5)

leading change

Change can either lead to teams being permanently disengaged or becoming passionate advocates of change – leadership is the difference. This programme equips leaders with tools so that change becomes their defining moment – not their death knell. The programme is made up of two components – ‘creating change’ and ‘leading change in your team’ and can either be run as four, two-hour modules or a one-day session.

creating change

‘Creating change’ looks at how the brain works and how, and why, positive psychology provides the tools and approaches to support change initiatives most effectively.

The session will look at Appreciative Inquiry as a tool in change management and problem solving. Appreciative Inquiry is a tool leaders can use to direct questioning to focus attention on what is working well (or, on what occasions or situations it is working well) and, by doing so, make changes to what isn’t working well. Change can often be leveraged off situations where the desired behaviour or outcome has already been achieved, working to make these practices more consistent and building on these strengths.

The session includes participants working in pairs to complete an Appreciative Inquiry from their own area. There is also post-session work to facilitate an Appreciative Inquiry with the participants teams before the next session.

Effective change initiatives have a positive to negative communication ratio of 4:1 - we need to focus much more on where we are going, the current strengths we have that will help us get there and less on what was wrong with the past.

leading change in your team

In the remaining sessions we review the research on the ratio of positive to negative communications in effective vs ineffective teams, how this impacts openness to change and team performance and what mechanisms there are to influence this. Tools include:

- maintaining one’s own personal positivity through change
- identifying and using team members’ strengths more effectively
- understanding trust and key actions to build it
- setting ground rules and using values more effectively to manage poor behaviour and create commitment
- reconnecting team members with the meaning of their work

The tipping point is explored as a model for leading specific changes in organisations. The model helps participants understand the dynamics of people in groups and how the group reacts to new ideas and change. The tools and techniques appropriate at each stage of the change process are reviewed to most effectively create the tipping point – where the change is accepted and embraced by the group.

The sessions include a number of practices in pairs including developing a personal action plan around positivity, using ‘tipping point’ to think about teams in their organisation and developing an action plan, and thinking about their own personal purpose. Participants are encouraged to work on their action plan with a peer after the programme.

*I wanted to say **Thank You** for bringing StrategichR in to support us all through the upcoming changes. From my perspective and observation, their ability to engage with us, their professionalism, and obvious extensive experience, has added much value and given a level of confidence in the change process that I haven’t experienced before. I have really enjoyed working with them and have gained a lot personally.*

Email from a manager going through the change process, to the Senior Manager.

Who we are

John Eatwell (Post Grad Dip, Chartered Organisational Psychologist, Member IOD, Fellow NZ Psychological Society).

John has worked with a number of companies to create real change in staff behaviour to align activity and customer experiences with organisational direction. John specialises in leadership development and organisational development and his success is largely as a result of his ability to listen, observe, quantify and resolve any issues with a professional expertise gained from many years' experience. Examples of strategic changes implemented by John in organisations ranging from Government Departments through manufacturers, SOE's, and from large infrastructure firms to domestically-focused businesses, include changes in approach from regulatory to advisory, facilitating product quality improvement, introduction of cost-reducing structures, structural re-organisation to deal with diminishing demand and department mergers. All projects involved defining staff behaviours needed and identifying leader requirements to support these. The success factors then became the basis for consultation and communication around the changes, selection into new roles via assessment centres and development plans for the individuals who were successful. John has worked in consulting, governance and corporate management.



Andrea Gardner (Post Grad Dip, Chartered Organisational Psychologist, Member of Human Resources Institute and NZ Psychological Society).

Andrea is a seasoned organisational psychologist and human resources practitioner with experience in the public and private sectors. Andrea has particular interest and expertise in the areas of leadership development, culture and engagement, psychometric assessment, staff selection, and HR policy and process. An accomplished facilitator and trainer, Andrea has worked with diverse groups of people in NZ and in far-flung international locations. She adapts her style to suit each industry but has a particular affinity for local and central government, manufacturing and professional services. Andrea is engaging, creative and down to earth. She prides herself on her ability to design and deliver workable, effective and original solutions to organisational challenges.

Tara Longley (Post Grad Dip, Chartered Organisational Psychologist; Member NZ Psychological Society and Human Resources Institute).

Tara is a seasoned Organisational Psychologist and Human Resources Practitioner with experience in the public and private sectors. With more than 15 years' experience Tara has particular interest and expertise in the areas of assessment & development, selection & graduate recruitment, culture & engagement, and change management. Tara has extensive knowledge of psychometric testing and assessment centres for the purposes of selection and development. Tara has worked as a HR Project Manager and People Capability Manager for Airways New Zealand, a Principal HR and Recruitment Consultant for Hudson Human Resource Capital and also as the HR Manager for DHL in the Middle East.



simply | **better**

The work we do has its roots in positive psychology. The tools and techniques that have been developed from this research are simple to come to grips with and resonate strongly with managers and staff. Despite being simple, they are well-researched and have substantial empirical backing showing impact on engagement, innovation, collaboration, happiness, resilience and individual wellbeing.

Put simply, our focus is on making things better. Our approach to working with individuals and organisations has demonstrable and positive impacts on the way things work - making people more effective in their leadership, and organisations more innovative, customer focused, safer and productive. We relish the opportunity to see people and organisations develop to their full potential.



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