

THE **MPG** CHRONICLE

Organisational excellence in the public sector



Change Management

We have planned well, but how do we make the change happen?

By Scott Mead, Director

In our last article we looked at the first element of effective change management. This included the identification of issues and development of a comprehensive implementation plan through a structured, multi-disciplined process.

As explained, this is best achieved through the leadership and support of an internal or external change manager who can provide the energy and focus to see the process to fruition. Importantly however the critical success factor is the commitment of the Chief Executive Officer and the executive team in seeing the change through and supporting the change agent as the implementation plan is rolled out.

**CRITICAL SUCCESS FACTOR
IS THE SUPPORT OF THE
CEO AND EXECUTIVE TEAM**

**CLEAR TIMELINES AND
REPORTING FRAMEWORK**

DEDICATED TO RESOURCE

**BE PRO-ACTIVE - ADDRESS
ISSUES AS THEY ARISE**

“THE SECRET OF
CHANGE IS TO FOCUS
ALL OF YOUR ENERGY,
NOT ON FIGHTING THE
OLD, BUT ON BUILDING
THE NEW.”

— SOCRATES

In working through the implementation of change, unexpected issues or circumstances may arise that can potentially disrupt or block the process. It is probable that staff will not pick up on these issues as they focused on their own area of responsibility. Therefore, it is critical that the change manager constantly scan for potential issues and be proactive in addressing them. It is possible that there will need to be some amendment to the plan in order to overcome these challenges while maintaining the direction that will deliver the ultimate change outcome.

It is clear that to be effective in the delivery of well managed change that will improve organisational performance an organisation must:

- plan well,
- provide adequate resources to maintain focus and energy,
- maintain executive commitment to the change and
- maintain a dedicated driver of the change process.

In bringing this topic full circle, we will finish this discussion with the words from the beginning of our previous article.

“All organisations are challenged by the need for change. Whether driven by external or internal imperatives, an organisations’ success is largely based on how well change is managed.”

A good implementation plan should clearly set out agreed time lines, responsibilities and reporting frameworks to support and drive the implementation of the change. Not surprisingly, in some cases even the best implementation plans can still be “left on the shelf” if a loss of focus allows commitment to the change wain. It is therefore almost always necessary to maintain a dedicated resource to monitor the implementation plan progress, maintain accountability of responsible officers and generally keep commitment and energy levels sustained.

Inevitably change will be resisted at some level through the implementation process. This must be acknowledged, monitored and managed as is necessary to ensure negative influences do not bog down the whole process. The continued support and commitment of the executive team to the change process is vital in ensuring that any individual or organisational resistance to change is overcome.

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