

## Do You Have A Change Management Plan That Your Leadership Supports And Your People Understand?

Volume 2: Supplement



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Collective Wisdom... Fresh Ideas

### Diagnostic Question

Does your leadership have a clear, sound and widely understood change management agenda along with the commitment, capacity and process to deliver it?

- Leadership refers to the top management and volunteer or Board leadership where applicable.
- Commitment and capacity means the leaders are doing something with their time and attention to effect the change and influence people to behave differently.
- Process covers the means to engage and communicate with people and motivate the changing, skills, behaviours and focus within the organization.

### Process

- 1. Survey on Change Management** — interviews, group meetings or written/electronic surveys methods are optional.
  - What are key challenges in terms of strategic direction, organizational behaviour and organizational performance?
  - Why are they challenges and what is the nature of the challenge — uncertainty, need for action, failure to deliver?
  - What initiatives are in place for each challenge?
- 2. Develop Summary of Draft Change Management Plan** — the agenda of issues and processes to address.
- 3. Test Draft Change Management Plan** with Leaders and cross section of staff
  - Optional methods with senior team (interviews, written) — Does this represent the change agenda in your opinion? What are you doing to deliver on each item in the change agenda?
- 4. Develop Summary of Results**
  - Group workshops with cross-section of staff — Did you know about these change topics? Does it make sense to you? What is visibly happening to make these changes happen? Is the change likely to happen?
  - Review feedback and issues re change management plan/agenda
  - Issues re Leadership's commitment and action to make it happen
  - Gaps in staff's understanding of agenda
- 5. Leadership Workshop on Change Management Plan**
  - Develop revised change management plan, define leadership expectations and individual requirements to make it happen.
- 6. Communications and Next Steps**
  - Communicate to staff the 'revised' or integrated change management plan and initiatives — possibly form task forces to devise a new approach to identified challenges!

Organization & Change Management

**Berkeley supports senior management to lead their organizations through strategic transitions to create the capacity for sustained successful performance.** Supporting this mission, Berkeley's practice includes strategy development & planning, organization design, change management, outcome management, and leadership feedback and development.

Formed in 1985, Berkeley Consulting Group, a Canadian consulting firm, has a full time staff of 5 consultants and support staff in our Toronto office. The office supports our affiliate Berkeley Feedback & Development Inc. and its associate in London England and Berkeley's network of twelve consulting associates in Ontario.

Berkeley's philosophy and consulting approach is captured in the phrase, **Collective Wisdom...Fresh Ideas.** Berkeley's core competence lies in its ability to bring seasoned associates together as a team, to use leading edge methods applied to the client's strategic challenges so that results are delivered with cost-effective use of consulting dollars and management time.

- Our consultants are knowledgeable and experienced in their industry or part of the public sector.
- Our teams are formed to fit the client's needs and not just to utilize available junior staff.
- We think about each project on its own merits and avoid simplistic black-box answers.
- We combine sound analysis and thinking with effective process to promote implementation.

To keep 'fresh' and broaden our network, Berkeley has linkages with other organizations.

- The Berkeley Consulting Group has close links with faculty members at the Schulich School of Business (York University) since the Managing Partner holds an appointment there as Adjunct Professor of Strategic Management.
- The Berkeley Consulting Group is affiliated with Square Peg International, a firm based in London, UK which coordinates a global network of executive coaches.



