Trimstone

STRATEGIC CHANGE

Leading through change
Inertia – Momentum – Stamina

Three stages in leading through change

INERTIA: *resistance to a change in state*

Overcoming INERTIA: *being motivated to take the first step, overcoming fear or doubt, breaking through procrastination, hesitation or resistance,* **embracing change**

MOMENTUM: *forward motion that makes future progress easier*

Creating MOMENTUM: *maintaining or increasing the speed and effectiveness of ongoing activities, reinforcing habits, scaling up successes,* **increasing motivation and confidence**

STAMINA: *capacity to sustain prolonged effort without fatigue*

Maintaining STAMINA: *sustaining focus, effort and motivation over the long term, especially under challenging conditions, enduring periods of less visible progress,* **achieving objectives**

Inertia

Change is often met with resistance – conscious or not. People, processes and norms support the status quo. Strong declarations of change do not guarantee action. Breaking this organisational inertia requires a concerted effort and is the first step towards creating meaningful change.

- Lead with **a storyline designed to inspire** - supported by vivid and compelling narrative that speaks to individuals and their context, reaffirmed by multiple leaders, to ignite motivation and inspiration

- **Over-index on commitment** – realignment of incentives, leadership time, funding, resources, visible senior alignment, workshopping, deployment of high-potential employees, and recognition of cultural barriers and past failures, all to generate belief and confidence

- Even the most ambitious vision needs a **focused starting point** to signal intent and earn credibility: work relentlessly on a narrow problem area to create cut through, drive progress and create champions for change

Momentum

Once change begins to take hold, organisations must act to build momentum to drive it forward. Continual reinforcement of the importance of change, its successes and benefits, increase motivation and confidence, and dispel doubts about the commitment to change

- **Visible leadership is paramount** - be in the debates and make clear decisions, communicate relentlessly, hold people to account, find shortcuts to accelerate delivery, change things that are not working, and leave no room for doubt

- **Boost engagement through positive reinforcement** – over-index on short term wins and proof points, leverage hard data to demand and evidence progress, ensure that project success translates into personal success through soft and hard rewards

- **Champion the people delivering the change** – give them responsibility, celebrate their commitment and willingness to take risks, build a new mindset, and then let them evangelise for you

Stamina

Change requires perseverance and endurance to survive. Complacency in this area risks letting fatigue set in, halting progress. Stamina is vital for success

- **Show persistence** – maintain the discipline of tracking, communicating, and celebrating, keep making the visible tough decisions, especially around scope and people, and ensure that change remains at the heart of the strategic agenda

- **Break the journey into chapters** – so that each chapter completed is a chance to recharge, retell and reenergise. This allows everyone to look back and acknowledge achievements, as well as to look forward and anticipate the next set part of the journey

- **Keep change fresh, agile and real** – plans can get outdated down the line, people can get fatigued, and teams can struggle to deliver. Make a point of revising plans based on learnings and business context to have a dynamic, living process. Add resources and rotate people in and out to maintain team energy levels

Ways in which Trimstone can help

Overcoming INERTIA
- An organisation doesn't embrace change without a concerted effort from leadership
- *We believe this effort needs to come from within and can't be shipped in with an external consultant. We work with your leadership team to make **you** change-ready –leadership, vision, goals, financial and resource alignment, structure, mobilisation, and allocation of responsibilities*

Creating MOMENTUM
- Leaders are time-poor, but they set the tone for change over the first year
- *Leaders need to be visibly leading change, but we can provide support to accelerate delivery and increase accountability. We identify ways to make change more productive and find mechanisms for positive reinforcement. We also beat the drum and hold you and your teams to account on delivery, ways of working and messaging to the wider organisation. We know how to do this in a way that puts you in control and empowers your teams.*

Showing STAMINA
- Almost all change programmes lose focus and direction before the work is complete
- *We can often have the most impact at this critical stage. We assess what is working and what isn't, revisit your business context, adjust goals, leadership model, and ways of working, and refocus the organisation on achieving its objectives. We also help to embed the desired outcomes of change.*

Three questions to help overcome inertia

Has leadership articulated a clear and compelling storyline for change?

1: Change has not been communicated or impact has been downplayed..

2: Change has been communicated, but not supported by a storyline or rationale

3: Vision and goals have been communicated, but without supporting storyline

4: Clear, compelling, and well-communicated storyline has been shared.

5: Storyline has been shared by multiple people and adapted based on feedback collected.

Are adequate resources (time, budget, personnel) allocated to initiate the change?

1: Change will be carried out as part of business as usual.

2: External programme management is in place to mobilise BAU resources.

3: A dedicated third party has been brought in to kick-start the change.

4: Budgets are in place to release people from BAU and backfill wherever necessary, and leaders are incentivised to support the change

5. The change is led by top-performers from across the organization with a supporting budget and decision rights, empowered by highly incentivised leaders

Is change initially focussed on a narrow problem area to signal intent and earn credibility?

1: Focus is on long-term objectives and need for patience to get to the benefits of change

2: Change includes some quick wins but there are low hanging fruit with limited impact visible impact

3: Strong emphasis is given to short-term goals to make the change more credible, but activity takes place across a broad range of issues

4: Change is initially focused on a narrow area that allows for rapid progress and a visible difference

5: The narrow focus area is also chosen for the signal it sends and the extent to which it can create champions for change

Three questions to help create momentum

How visibly committed are the leaders in maintaining and building momentum?

1: Change being managed primarily by the change team

2: Senior leaders involved in the initiatives that directly affect them

3: Senior leadership kept informed on progress and asked to resolve minor issues

4: Senior leadership reinforcing importance of change through constant communication

5: Senior leadership seen to take difficult decisions to unblock and progress change

Are proof-points and data used to reinforce progress and celebrate successes?

1: No communication of progress outside of steercos and review meetings

2: Regular communication from senior leaders providing progress updates on change effort and reinforcing vision

3: Senior leaders sharing progress towards change goals and celebrating specific successes

4: Consistent use of data on progress, ensuring transparency and accountability across the organization.

5: Regular communications evidencing progress through key metrics and ticking off short-term wins.

How well are the efforts of change agents and champions recognized and reinforced?

1: Change team mostly external, so no people to be celebrated

2: Mixed team of internal and external people, but internal team getting limited visibility

3: Internal team getting some exposure to change leadership and steercos

4: Internal team clearly in the lead and getting exceptional exposure and support from senior leadership

5: Internal change team widely celebrated to recognize commitment and achievements and to signal importance of change

Three questions to help maintain stamina

How persistent are senior leadership in tracking, sharing and celebrating progress?

1: Senior leaders are kept informed of progress in steercos, but comms is focused on other business priorities

2: Senior leaders review and challenge progress based on OKRs and goals, and keep change on their list of comms messages

3: Senior leaders communicate regularly and knowledgably on the parts of the change relevant to them and their strategies

4: Senior leaders communicate as a group, showing collective ownership of change successes and failures

5: Senior leaders are seen to actively manage change: drive it forward, celebrate progress, keep it at the heart of the strategic agenda

How agile is the organization in revising plans based on real-time data and feedback?

1: Plans have lost credibility, but the organization continues to push to the finish

2: Plans are set, teams are held account for delivery, and success is measured in terms of original goals

3: Regular reviews allow for small changes to adjust for changing internal or external context

4: The change is managed in an agile way, and while the vision and target model are unchanged, there is challenge on how best to get there

5: The change goals, team, resourcing and budget are refreshed on a regular basis, to deliver the best possible outcomes for the business of tomorrow

How effectively does the organization break down the change journey into small, achievable steps?

1: Change is managed to long-term outcomes, with unwavering commitment

2: Change is managed to a long-term vision, but with a mix of short- and long-term initiatives

3: While some foundational initiatives are long-term, change goals are predominantly short-term

4: Change is explicitly divided into blocks or chapters lasting between 6-12 months

5: At the end of each chapter, a new change chapter is relaunched, taking account of lessons learned and changes in context