

Leadership during change: The success of any change is highly dependent on the quality of leadership during the change – not just the quality of the changes being made

Successful change is dependent on leaders demonstrating four essential behaviours during change. Without these behaviours in place, the change will be less likely to deliver the expected results, or be sustained in the long term.

The Problem

The insight from Jeanie Duck, retired senior partner, Boston Consulting Group aptly summarises the issue with change: “The kiss of death is believing implementation is someone else’s responsibility” Leaders can be inclined to feel that the change is being done to them, or for them by the project team, external consultants or other 3rd parties and therefore step back from their critical role in making change successful.

The Approach

We have identified that successful change leaders typically demonstrate four behaviours before, during and after change:

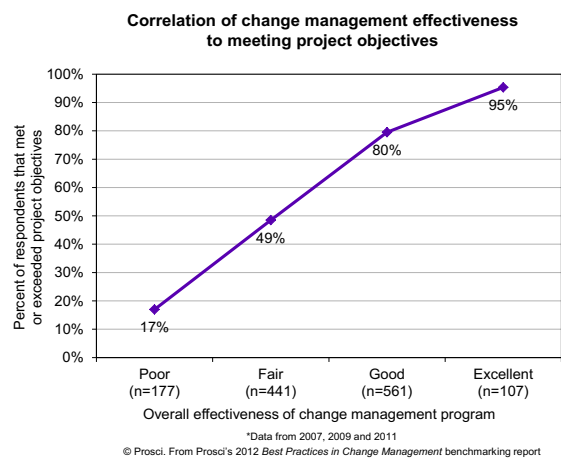
1. Leading by example: leaders need to live the change and “lead from the front”
2. Inspecting what is expected: check and inspect the new methods / processes are being followed and not bypassed or ignored
3. Coaching: to support people through the change and help build skills and confidence in the new methods or process
4. Rewarding success: first reward adoption of the new and then reward results delivered by the new methods or process

Consequently, our approach has been to always focus on these behaviours, and the underlying skills

needed within the leadership community where we are supporting a change.

Findings

Prosci, the world-leading organisation that studies organisational change has repeatedly highlighted the impact of poor leadership during change, and has shown the correlation between change management effectiveness and the delivered outcomes of the change:



Solutions

Successful change where meaningful results for the business and the customer are achievable. It requires leadership commitment to the essential four elements described above.

Recognise that the leaders have to change themselves as well

It is important to remember that the leaders themselves are undergoing a change, and so this must be taken into account with the planning and deployment of the change – they will need time to be proficient in the new behaviours.

