**INITIATE**
Set the stage

**PLAN**
Prepare Transformation

**EXECUTE**
Connect and Implement

**CLOSE**
Run the business – Sustain the change

**RESPECTIBILITIES DURING CHANGE**

**MANAGERS**
- Take ownership to drive the change in her/his group.
- Appoint a “Change Leader” and/or “Change Agents”, if needed.
- Ask for support from HR and/or other resources.
- Ensure the change is executed according to our shared Change Management Process.
- Lead the change and the business with a mix of personal humility and strong professional will.
- Balance the change and fulfillment of ongoing business commitment.

**HUMAN RESOURCE**
- Support and challenge the managers in the change process.
- Provide knowledge of tools for human transformation, labour law and other HR related issues.
- Support the manager to staff the change project according to the Change Management Process.

**EMPLOYEE**
- Be active in defining and owning her/his future.
- Make themselves marketable and employable.
- To continue their current role in a professional manner.
- Make sure to deliver to the customer.
- Actively participate the change process to transform and align.

**VISIBLE & INVISIBLE**

Leading people in transition also requires the ability to work with the complexity of the following factors.

**OBJECTIVE**
Level of competence
Behaviour Performance

**INDIVIDUAL**
Structures and system
Products, equipment, etc.
Bottom line results

**COLLECTIVE**
Leadership
Co-workshop
Personal maturity

**SUBJECTIVE**
Guiding values
Attitudes that limit
Shared strategic vision

The key is to realise that this is a whole system approach that calls for actions in all four dimensions at the same time.

**TO GROW A SHARED CULTURE**

Both are available on www.valuescentre.com