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

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

**SUBJECTIVE**
- Level of competence
- Behaviour and performance
- Leadership
- Co-workership
- Personal maturity

**Structures and system**
- Products, equipment, etc.
- Bottom line results
- Guiding values
- Attitudes that limit
- Shared strategic vision

**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.

TO LEAD PEOPLE THROUGH CHANGE

**HUMAN RESOURCES**

- Communication
- Prepare yourself - to be able to lead your employees
- Describe the change as completely as you can
- Research what happened during the last change
- Assess the organizational readiness
- Don't make additional changes that aren't critical

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**INITIATE**
- Set the stage

- Anticipating key elements of change.
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  - Describe the change as completely as you can
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**PLAN**
- Prepare Transformation

- Getting people together to plan the response. Establishing special ways of working together, and temporary lines of authority.
  - Make contingency plans
  - Allow for the impact of change on personal performance and productivity
  - Encourage employee input
  - Anticipate the skills and knowledge that will be needed to master the change
  - Set a timetable and objectives so that you can measure our progress
  - Create a transition management group to oversee the change
  - Develop temporary policies and procedures during the change
  - Create new channels and increase the level of communication
  - Arrange frequent meetings to follow up and feedback

**EXECUTE**
- Connect and Implement

- Putting forward a flexible response and initiating training and support. Acknowledging the people who make it happen.
  - Provide appropriate training in new skills and develop new attitude and behaviours
  - Encourage self-management
  - Provide more feedback than usual to ensure that people always know where they stand
  - Allow resistance
  - Give people a chance to step back and look at what is going on
  - Encourage people to think and act creatively
  - Look for any opportunity created by the change
  - Allow for the withdrawal and return of people who offer temporary resistance
  - Collaborate - build bridges and coordinate
  - Monitor the change process
  - Recognize people for “doing things right”
  - Focus on the early adopters.
  - Create incentives for special efforts.
  - Celebrate!

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

- End old systems and ways of working. Celebrate the past and capture your learning’s.
  - Make sure the old systems are shut down
  - Capture the learning’s from your journey
  - Have “Closing Parties” to say goodbye to the past!

**MANAGEMENT**

- Visible & Invisible

- Visible: Transformation of how people work
- Invisible: Transformation of how people think

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- **EXECUTE**

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- **CLOSE**

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**PLANNING FOR CHANGE & TRANSFORMATION**

**TO GROW A SHARED CULTURE**

**RESPONSIBILITIES DURING CHANGE**

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