

Key Learning Points

1. Ask first if there a real need for change? If not, don't do it (*If it ain't broke why fix it?*).
2. Survey staff to estimate the appetite for, and attitude towards, change.
3. Consult on how to implement change.
4. Involve people in the change process and its implementation.
5. Don't spring surprises on people – prepare the ground fully with enthusiasm.
6. Use questionnaires, meetings, briefings etc to bring staff into the change process.
7. Determine priorities and keep channels of communication open.
8. Identify potential barriers to change.
9. Work out how to overcome barriers and other resistors.
10. Make sure people know the reasons for change.
11. Develop a shared vision of the future.
12. If appropriate, ensure full training is given in new systems and procedures.
13. Ensure involvement and support of senior managers. A top-down philosophy is crucial.
14. Draw up a timetable for change.
15. Identify sponsors who sympathise with the change and who will promote it.
16. Clarify each person's role in the change process.
17. Consider a 'pilot' scheme if the changes are too big to implement all at once.
18. Ensure each department has its own 'champions' who will lead the change.
19. There will always be staff wanting to cling onto the status quo – involve them or work round them.
20. If possible, minimise the changes that take place at any one time.
21. Acknowledge the grief of losing the 'past' but then move on.
22. Identify troublemakers who may block routes to change and work round them.
23. If old resentments surface during change, deal with them but then move on.
24. A step-by-step approach can be beneficial.
25. Support and praise staff who take on new roles and responsibilities.
26. Review progress of the implementation and communicate any findings.
27. Remember that change is often critical to survival.
28. Remember that resistance to the threat of change is natural but can be overcome by good planning, a fair approach, good communications and integrity.