



Leading change successfully

How to bring your people along with change & align them behind the vision



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There aren't many organisations today that aren't going through significant change, and signs are it's only likely to accelerate.

According to Gartner nearly 75% of organisations expect to multiply the type of major change initiatives they will undertake in the next three years¹. They also found that only 34% of change initiatives are successful. Yet such is the impact of advancing technology; intense competition means the pressure is on to deliver.

Changing at pace can be stressful. It risks leaving our people behind, being disorientated and demotivated by confusing messages, lack of clarity and understanding. Staff may become frustrated, cynical and disengaged, asking 'What's in it for me?' and not getting on board with the wider agenda for change.



Yet engaged employees are associated with higher business performance

We know that employee engagement matters to business performance. Indeed Globoforce/IBM ranked organisations by employee experience and found that the top 25% had double the return on sales and 40% higher discretionary effort from employees, compared to the bottom 25%².

Leaders need to lead change prominently and engage their staff in the process of change throughout to be successful. Unfortunately, as demonstrated by People Insight's findings, only just over half of employees believe leaders listen and provide good direction.

Question from People Insight's total employee engagement survey database

2018 benchmark scores

Leaders provide a clear vision of the overall direction of the organisation

58% employees agree

Leaders make an effort to listen to staff

55% employees agree

*This leads us to an important question:
What can we learn from organisations who do a good job of leading change? How are they behaving and what are they doing to create change and engage employees?*



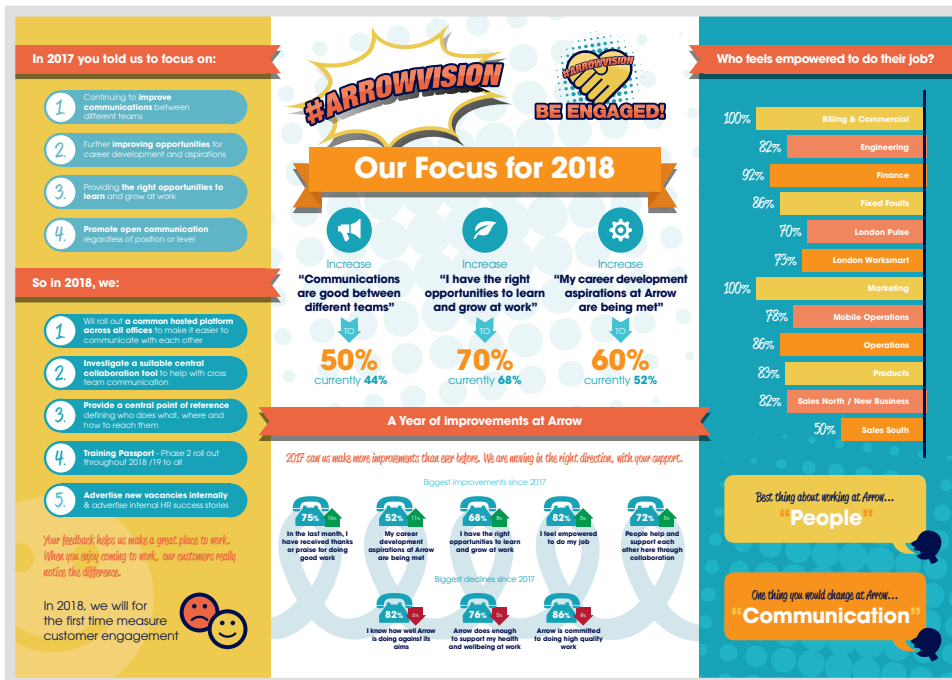
Examples: How leaders implement change and engage their employees

Example 1: Arrow Communications

Arrow Communications' leadership and values of empowerment, collaboration and ownership have resulted in a strong culture with a dramatic impact on staff retention: a 76% reduction in employee turnover. Arrow's culture is not driven by a one-off programme with an endpoint. It's an attitude – "the way we do things".

Successful Strategies

- **Leadership.** The management team lead from the top, living and breathing the values of empowerment, collaboration and ownership with passion and belief. Every quarter, the company implements a 'Round Up' including a 3-minute unscripted talk from a leader and 27 minutes of unvetted questions from staff. This investment of time and transparency builds trust in and loyalty to Arrow and helps people share one common goal.
- **Involvement.** The launch of #ARROWVISION, a programme involving employees in a collaborative exercise to define how success could be increased in a variety of areas, has been the lynchpin of the company's success. It's an agile programme, engaging all staff with change and review. 81% of the ideas generated have been actioned to date.
- **Brand.** The #ARROWVISION brand was created to be something everyone can associate with – the pop-art visuals help to make it fun and appealing and the brand provides longevity.
- **Measure & act.** Arrow listens to staff via the "Be Engaged" employee survey ran by People Insight. Leaders make it a priority to own and deliver on action where there is room for improvement.
- **Communication.** Arrow provide regular feedback about what change they've made as a result of their survey via quarterly 'You said, we did' infographics provided by People Insight so everyone sees progress is on track.
- **Resources.** There's also an #ARROWVISION Hub - an online point of reference including all of the communications, tools and resources.
- **Workshops.** People Insight ran a 'Silo Busting' workshops with managers from across all sites, to understand the barriers to collaboration, develop solutions and commit to overcome them, which has changed behaviours.



Regular feedback about what change Arrow has made as a result of their survey via quarterly 'You said, we did' infographics provided by People Insight

[Read more about the Arrow Communications case study here.](#)

(continued)

Example 1: Sturrock and Robson

Sturrock and Robson implemented an impressive engagement and cultural change programme with an incredible personal touch, which gave a voice to people whose valuable views had never been heard before and achieved great results.

Successful Strategies

- **Sincere, committed leadership.** The change programme was led from the top, with 100% commitment to seeing through change .
- **Real resource investment is required.** Countless workshops were impactful and successful – but required significant time and effort.
- **Get in front of your people.** Ensure there is a ‘face of the programme’ to get amongst your people and create personal, meaningful interactions. Both during the initial roll out, and at follow up visits.
- **Be humble and sincere.** Listen to feedback with humility. Acknowledge past shortcomings, individual input and show you have acted.
- **Communicate consistently** about why you are doing it and what you are doing as a result of your programme, to ensure that your people know what’s happening and feel they’ve had an impact.



Amalie and colleagues on the Have Your Say tour at Pandrol SA

[Read more about the Sturrock & Robson case study here.](#)



Effective leadership through change is a combination of behaviour and action


The above examples show a mix of behaviour – how leaders have done things, and actions – what they have done. It's a combination of these that helps achieve success. **In summary:**

Behaviour

- 01. Leaders must lead with genuine passion.** Develop a clear vision – that you really, really believe in. Only then will you be motivated to strive to achieve it and be able to motivate others.
- 02. Live the vision and values consistently.** Staff need to see you and your leadership team displaying the values and hear you talking about them frequently if they are going to buy into the process.
- 03. Earn trust through being frank.** For staff to believe in the vision, they need to believe in the person promoting it. Be honest, admitting where things have failed, what a challenge the change is and committing to improvement is a sign of strength, not weakness.
- 04. Be present.** Get amongst your people. Listen. Invite their views and opinions. Don't hide in an office or behind a hierarchy. Be human.
- 05. Collaborate.** You can't achieve change by yourself – but change needs a clear leader. Invite in staff – academic and professional, students and other stakeholders.
- 06. Have stamina.** Embedding change takes time, patience, determination and an unfailing belief in the process.

Actions

- 07. Investigation.** Does your culture help you achieve the change you want? Have you the values and behaviours in place to help you achieve your vision?
- 08. Employee surveys, focus groups or other listening activities.** Make sure your people have the opportunity to tell you what they think of the changes and make suggestions, so you can adapt and improve where necessary.
- 09. Do what you've said you'll do.** Employees don't get survey fatigue, they get lack of action fatigue. So take an agile approach; start small, make changes that are visible and tangible first, then communicate milestones on the way to bigger goals.
- 10. Communication.** It's really easy to have poor communication undermine your change efforts. Tell people what you are going to change, why, and then celebrate when you have done it. Repeat through multiple channels - posters, staff meetings, intranet, newsletters are crucial to keeping information at the forefront.



What People Insight can do to help

At People Insight, we design and deliver survey programmes throughout the employee lifecycle. But delivering insights is just the start; our focus is on helping you generate action. Our facilitated sessions, toolkits and support help leaders, managers and colleagues drive behavioural change.

Our experts can help:

- **Design and execute listening strategies including:**
 - *Candidate, joiner and leaver surveys*
 - *Census and pulse surveys*
 - *Focus groups on specific culture topics (e.g. wellbeing)*
- **Assess your current culture** including values, processes and tools
- **Articulate your desired culture** including values and behavioural frameworks
- **Design and implement 360 feedback programmes**

We'd love to talk

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