

1. create sense of urgency
  - a. It is essential that management and staff of the organisation to be transformed are fully aware of the urgent need for change. They only become aware if they feel the costs associated with the current lack of operational efficiency. Sometimes top management or the clients of the organisation should make absolutely clear that change is urgent and that failure to change will be costly. Not always is it self-evident that the people in the organisation are aware of any urgency or inefficiencies. They should be alerted to it.
  
2. manage, plan and control change with senior management oversight
  - a. change is not going to happen of its own accord, it should be handled like any other project with the same basic rules of managing, planning and controlling. The task of achieving change should not be delegated to lower management and staff without continuous oversight by senior management.
  - b. good communication about and control over the expectations of all involved are a prerequisites of keeping enthusiasm and avoiding deception and disillusion.
  - c. there are several possible strategies or approaches for change programmes (such as expert, experimental, bottom-up, unblocking, blue print, global-detailed, network, collective approach etc.) Select the one appropriate for your organisation.
  
3. state and communicate mission, vision, strategy and goals clearly
  - a. when people know why change is necessary, what the direction is, what the consequences are for the organisation and themselves, change will come much more easily
  - b. goals must be stated in such a SMART way that they can be managed and verified and with a specific timetable with milestones.
  
4. obtain management commitment in terms of budget, time and energy
  - a. it is not enough that management express their commitment verbally. It is essential that they are prepared to allocate funds as well as their own time and energy to the change programme, and set an example of how the organisation should function.
  - b. Be sure that there are funds allocated not only for designing and building new processes and tools but also for learning, training, communications and cultural change.
  
5. focus clearly on priorities
  - a. choose priorities and decide on their execution
  - b. make sure that quick wins (within the architecture !) are visible as signs of benefits flowing from change to create a positive attitude
  - c. Manage the scope of the programme. When executing the programme it is often very tempting to add some goals to the list of priorities, which will often lead to none of the goals being reached.

## 10 conditions for change

6. ensure the road of change is architecture driven and/or controlled
  - a. Don't reinvent the wheel (look first, then think or design then act). With an excellent architecture (also already available!!) you can select any process or tool in such a way that it is has its proper place and has correct interfaces with other processes.
  - b. Encourage or enforce the right attitude in the organisation for adopting best practices from elsewhere to avoid the "not invented here" syndrome, but make sure that people accept what is to be adopted. By allowing a certain degree of tailoring or by adopting a very good introduction programme, you must impart a feeling to the people concerned that they have created a new process or tool themselves and can be proud of their achievement.
  - c. In order to get acceptance of all involved follow the next procedure. For getting awareness all should participate, for designing only a small group of qualified people that has recognised seniority and authority among their colleagues, participate and then at implementation again all should be involved. At implementation follow the facilitating and supporting approach in stead of pressing too much.
  
7. apply programme and plateau management principles
  - a. Appoint a programme manager on the appropriate level. For example if you want to change a business unit, the programme manager should report directly to the general manager of the business unit. The programme manager is preferably a person from the organisation itself with full knowledge of the habits and characteristics of its people, yet capable of operating very independently and willing to address the behaviour and conduct of management and staff.
  - b. Include explicit risk management and a regular independent audit on the programme. Clearly state the conditions necessary for managing and controlling the programme. For example, in my own programme I stated that I would not start a task if the people of the right quality with the appropriate skills were not available.
  - c. Support and monitor the implementation of all new processes in all departments and projects in order to reach the required level of quality.
  
8. follow an integrated and balanced approach to transforming processes, people, culture and management
  - a. It is ineffective to change processes without at the same time changing the people in terms of skills and conduct and changing or adapt the organisation structure in such a way it strengthen the newly designed processes.
  - b. Make sure everyone that has a role in the newly designed processes is part of the change programme, for example the supporting organisation departments like finance and personnel.
  - c. Do not hesitate to shift management from their position in the organisation if necessary.
  
9. measure en assess from the start
  - a. Incorporate assessments as soon as possible, preferably right from the start, to show the people in the organisation how well or poorly they perform. Also create a well established benchmark
  - b. Final assessments should be conducted by an external independent organisation
  - c. Try to measure as quantitatively as possible and introduce metrics for all processes as soon as possible.
  
10. Facilitate and encourage search for synergy and co-operation by means of proper organisation, funding and reward structures.
  - a. Organising process improvement with full management involvement is essential and should be in place as soon as possible. Process ownership should not be delegated to specialists or staff but to management.
  - b. Furthermore, the budget for process management & improvement must be in the business plans for every year. It never stops.

**10 Conditions for achieving Cultural Change by Paul PM Witteman**

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1. set SMART goals for cultural change, based on a point of reference and a specified desired culture (captured for example in culture statements, like OBV's ten culture statements).
2. consciously adopt an approach that acknowledges the type of people and type of work in your organisation and thus suits that organisation.
3. create a secure environment where people can change and be open about themselves and respect the idea that everyone has different qualities and characteristics.
4. manage resistance against cultural change, for example by being aware of the unwritten rules in your organisation.
5. manage cultural change as you manage a programme or a project in respect of planning and control milestones, budget and results, but be aware that cultural change itself is a process.
6. implement the change in processes and culture jointly.
7. cherish early adopters, make them internal change agents.
8. people can only change themselves. They can not be forced to change, so let people shape their own change strategies. The prime question for every individual is : Who do I want to be ?.
9. practice what you preach and be convincing. As management set an example of the new culture, as management focus on the process and people. Leave the content of the processes to your specialists.
10. truly open, convincing, consistent, persistent, specific and timely communication on all levels in the organisation on all subjects is the basis for continuing cultural change.

**It's a process, it never stops.**