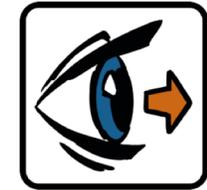
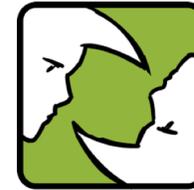
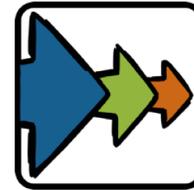


# Change Principles



# Principle;

*noun*

a fundamental truth or proposition that serves as the foundation for a system of belief or behaviour or for a chain of reasoning.

Alignment

Assurance

Change

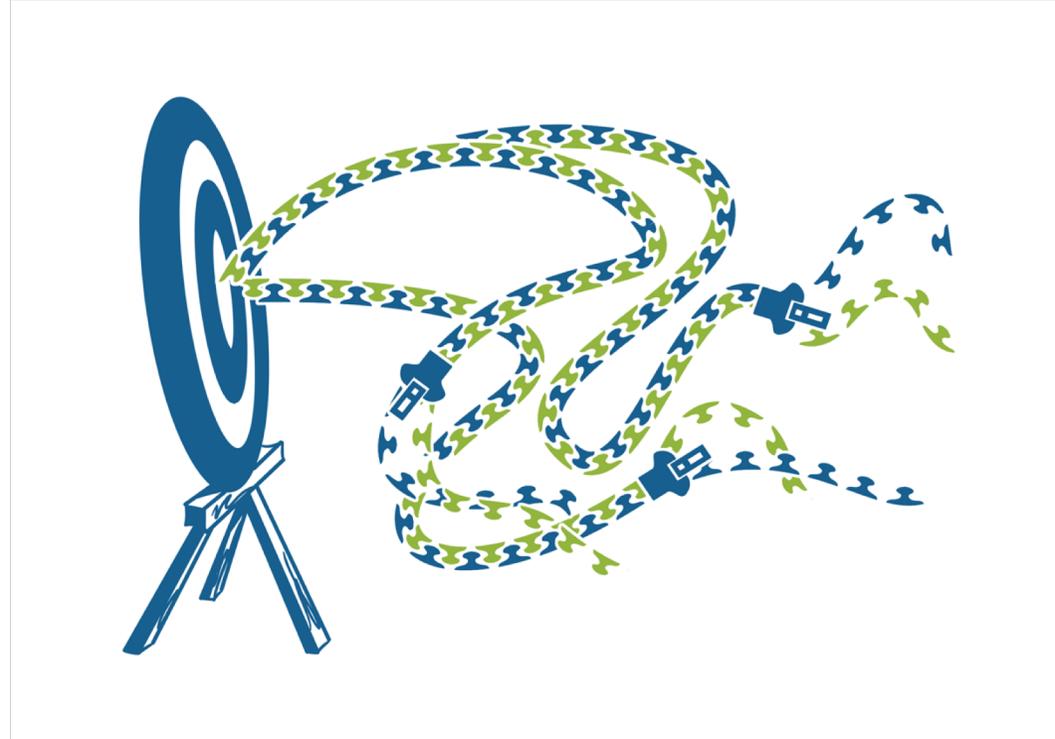
Leadership

Value

# Why are principles important?

- They allow us to have purposeful discussions.
- They help us explain the continuum, not the destination.
- They are guiding and promote convergence.
- They are a great way to resolve ambiguity.
- They assist us to navigate detail especially when we are not experts.
- They promote trust because they influence a discussion based on the outcome as opposed the detail.

# Alignment



# The Alignment Principle

Stakeholders can be diverse in their needs and wants. For this reason, a change journey needs to consider how to build “Collective Intent” amongst them.

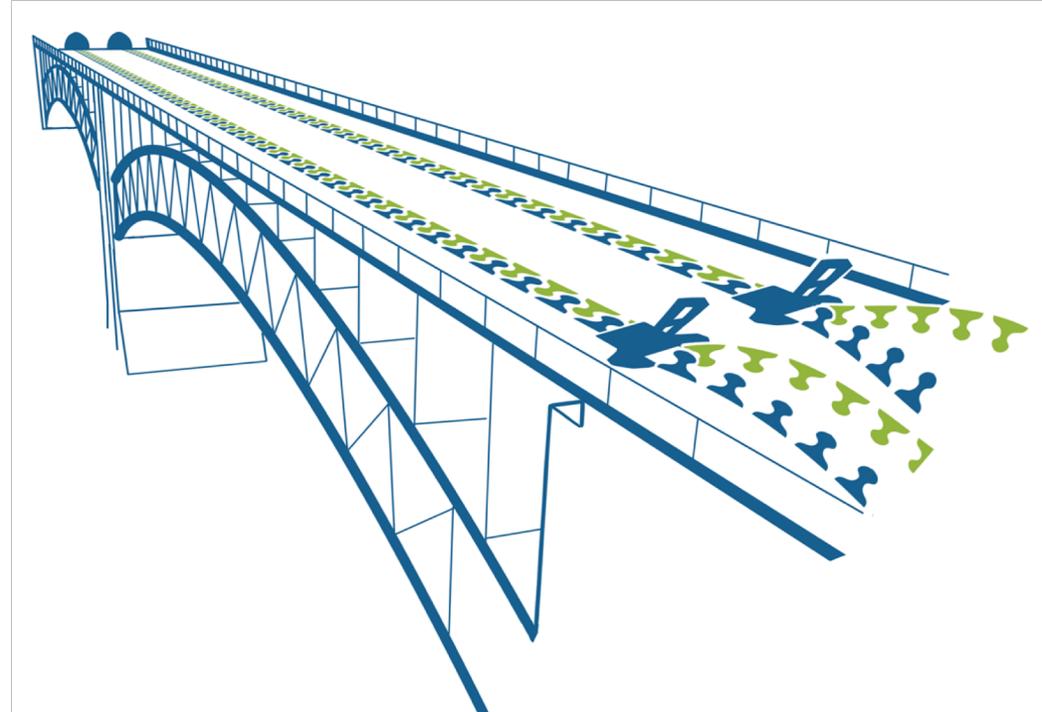
The term “Collective Intent” describes the force that a group of like-minded people can have and when managed and nurtured becomes a positive and driving energy.

Alignment also considers the age-old question. Is everyone on the same page?

# Symptoms of Alignment

- People engaged with one another in the workplace.
- Challenge is occurring between functions.
- People are socializing with one another (work and meal breaks).
- People know who the internal customer is.
- People know who the internal supplier is.
- Body language appears positive, engaged and committed.
- Computer systems support the process but aren't the process itself.

# Assurance



# The Assurance Principle

We can think of assurance is a Step Away test. If a key resource in the business is not available, can the organization continue to operate?

Does the organization suffer or worse does the organization stop?

Whether it is a simple procedure or a work instruction through to a complex ERP platform, assurance (predictability or certainty) is a crucial element that requires consideration for a sustainable foundation to any change journey.

# Symptoms of Assurance

- A Quality (or Management) System is in place and in use.
- We know what is the right way to do things.
- Work Instructions exist for critical to quality work.
- Quality Assurance and Quality Control are balanced (In process vs the end of process).
- Visual work instructions for critical to quality activities and tasks.
- Material Specification Data Sheets are visible on chemicals.
- Safety is embraced from within, not just via a Safety officer.
- Systems and process prevail over Practice and choice.

# Leadership



# The Leadership Principle

Leadership is about setting the vision, believing in the vision and taking people there.

One could argue that Leadership pulls people through a journey whereas Management pushes people through the journey.

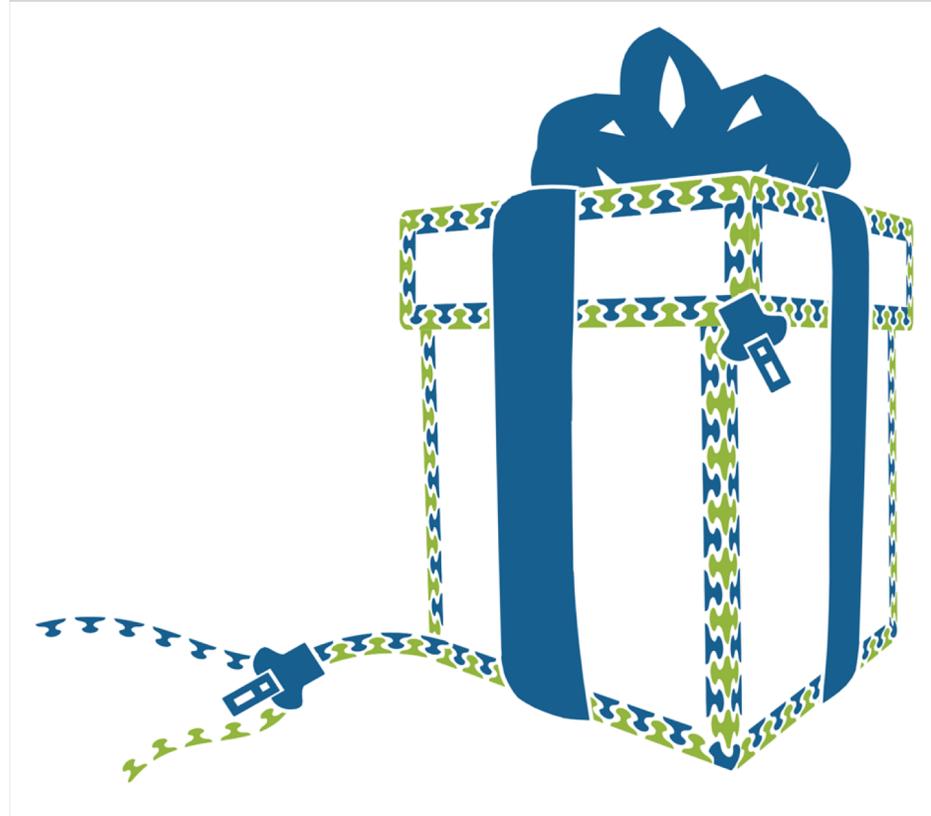
In any journey, there is a degree of “Push vs Pull” or “Stick vs Carrot.” It’s understanding how and when to strike a balance between the two.

This situational awareness is something that the (or) a Change Manager needs to understand. Every journey is different, and every set of stakeholders is different. The two must come together!

# Symptoms of Leadership

- Empowerment in the workplace.
- Safety walks.
- Senior Management engages with the workforce.
- Day in the life of programs.
- Open door vs closed door culture.
- It's OK to make mistakes, and we learn from them together.
- Personal/professional development is encouraged.
- Work life Balance is evident.
- Lead Indicators and more important than Lag Indicators.

Value



# The Value Principle

Value can be anything that one or more stakeholders believe in.

It could be market penetration, employee satisfaction, process improvement or customer retention to name a few. (It is likely a number of things).

Translating value via strategy into a change journey needs to be the first point of clarity. Without understanding and embracing a strategy an organization is not in the best position to leverage itself.

Every step of a change journey needs to deliver true value to stakeholders.

# Symptoms of Value

- Customer score cards.
- Lean program.
- Continual improvement is embraced.
- Balanced Scorecard measures in place.
- People appear happy and engaged.
- Pride in workmanship is evident.
- Value streams are the focus ahead of the process.
- Outcomes are embraced ahead of tasks.