



# How To Avoid Cultural Change Failure



**APPROACH**  
SERVICES

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# What's in it for me?

We love asking this question. It gives clarity to your return on investment. It gives direction and a sense of purpose.

Here is your go-to-ebook when it comes to cultural change.

Just think, what are you expecting to achieve after reading this?

- 1
- 2
- 3



We hope that:

- YOU will be more **aware** of the challenges and issues for organisations that go through cultural change.
- YOU will be able to picture the **risks** of not taking action.
- YOU will be able to choose a **sustainable** solution to your problems rather than the easy bandaid fix.
- YOU will inspire others with your adaptability and resilience.



# Discover everything you need to know about cultural change.



Have you ever wondered why **questions are powerful**? I asked myself that question one day and then reflected on Socrates. (He was a philosopher that asked lots of questions).

He used questioning as a way to learn. According to him, we stimulate **critical thinking and draw out ideas** just by asking questions and cooperative argumentative dialogue.



We carefully crafted the questions we believe will provide you with the most valuable insights and we provided some tips on when and how to reflect on them. (I do like this rattle off quite a bit actually, so feel free to use it!).



Raise questions no matter how silly you think they are. That could start something interesting.

We suggest you print this ebook and make it dirty. And when we say dirty, we mean you can annotate, write notes on the margins, underline, highlight, whatever. It's up to you. Just own it and make the most of it.

You might as well prepare your phone with a QR scanner for surprises and useful resources.

Let's get started.





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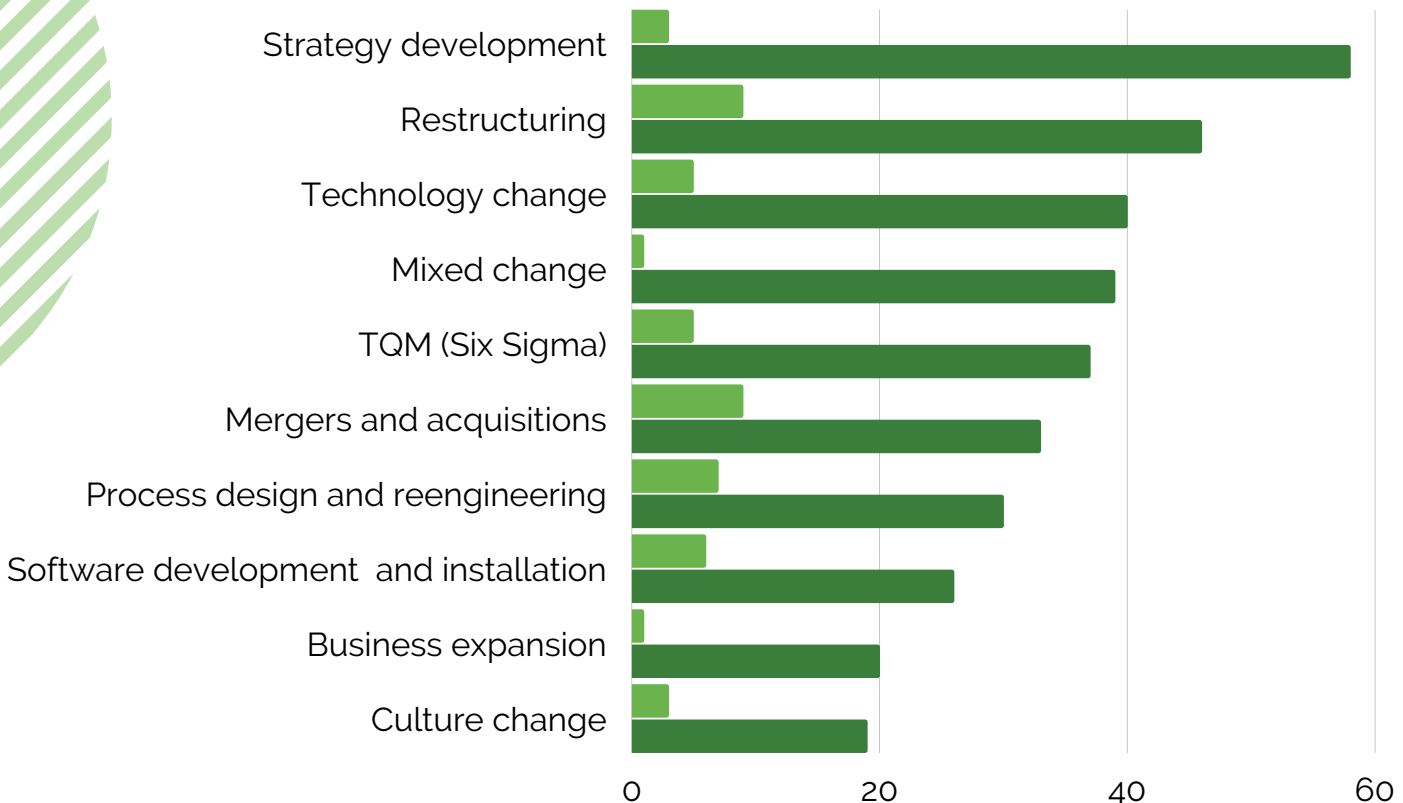


# What's the problem?



## 81% of cultural changes fail

Cultural change is with a 19% success rate the most ambitious transformation goal for businesses. Luckily, this doesn't stop us from trying. We observe a shift to a customer-centric, change-agile and innovative culture across many industries.



# Let's look at your organisation.



What type of change is happening at your organisation?

.....  
Are you ready to shift from a failed cultural change to a successful one?

**Yeah?**

**(Come on, let's do this!)**

**Nah?**

**(Nah, I still like change failure)**



# So, what do we even mean by change failure?

Paul Gibbons, author of the Science of Organisational Change, uses the very handy acronym **SOCKS** to check and track change success and failure:

	ASK YOURSELF	YES OR NO
Shortfalls	Did my project miss its benefits?	
Overrun	Did the project cost more than the budget?	
Consequences	Did my project have unforeseen externalities?	
Killed	Did my project get put on hold or shelved?	
Sustainable	Did my business revert back after the project finish?	

It's not that easy to respond to the above checklist, isn't it?





# Before it's too late, track your change performance

Don't wait until the close-out meeting. Instead, measure your change initiative as you progress.

1 Definitely not us	2 Hmm.. Kinda	3 Bullseye!
------------------------	------------------	----------------

		1   2   3
<b>Shortfalls</b>	The project doesn't achieve its benefits	
<b>Overrun</b>	The project cost more than budgeted	
<b>Consequences</b>	The project has unforeseen externalities	
<b>Killed</b>	The project is delayed or shelved	
<b>Sustainable</b>	The behavioural change does not stick	



If you get many **"Hmm kinda"** and **"bull's eye"** scores, You're really missing your project.

# How do you intend to solve this?

8 in 10 cultural change projects report one or more SOCKS.

## Here are the top 7 reasons why:

1. Change is considered to be a phase not a constant
2. The business has limited change capacity and capability
3. Change Management specialists own the change
4. Leaders experience change as a disruption of their core business
5. Cultural change is often planned rather static as the Big Bang
6. Culture programs are centrally planned and driven from top-down
7. Employees are seen as resistant to change

Now answer this frankly, what are some other reasons you think cultural changes fails?



# The Iceberg of change failure

We discovered the problems of consistently high change failure can be described with the iceberg of change failure. On the surface, your organisation might report projects that went over budget or fell short on their benefits. Underneath, you are experiencing the externalities of the lack of active and visible change leadership. You may record a higher turnover rate or a lower engagement rate. You might even observe that client and government funding are at risk as a result of lower performance. Many middle managers then deal with issues around misinformation, increased silos, low morale and increased stress.



FAILURE



INTERNAL BUSINESS RISKS



EXTERNAL BUSINESS RISKS



PERFORMANCE ISSUES



INFORMATION ISSUES



MOTIVATIONAL ISSUES



HEALTH ISSUES



# Are some of these risks becoming visible in your organisation?

Acknowledge them!

## Internal Business Risks

- 1 Unwanted turnover
- 2
- 3

## External Business Risks

- 1 Customer satisfaction drops
- 2
- 3

## Performance Issues

- 1 Higher absenteeism rate
- 2
- 3

## Information Issues

- 1 Rumours and distractions
- 2
- 3

## Motivational Issues

- 1 A lack of purpose
- 2
- 3

## Health Issues

- 1 Stressed teams
- 2
- 3



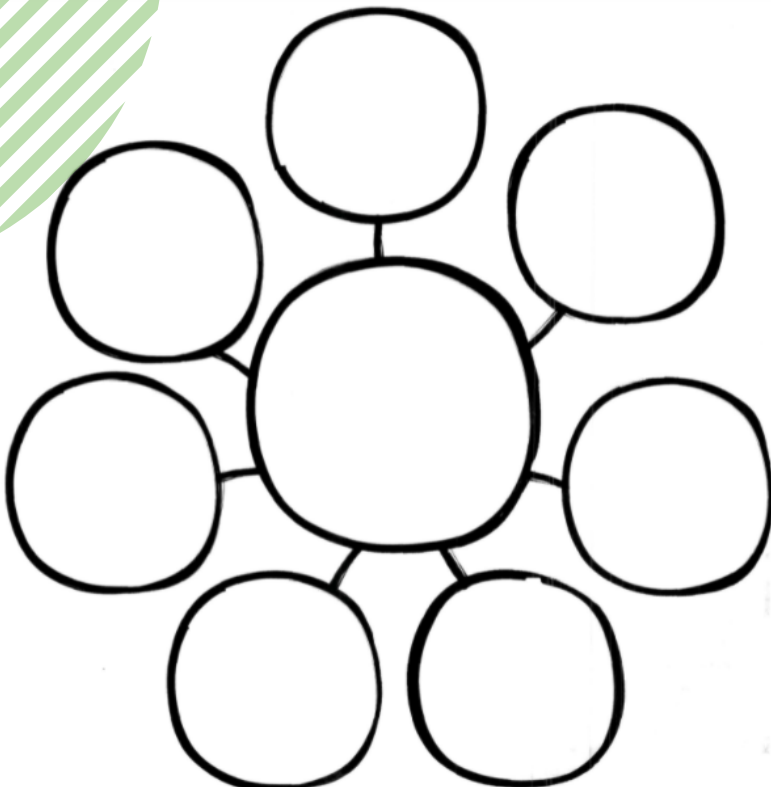


# Lack of Change Leadership

The lack of Change Leadership is the **#1** contributing factor to the 81% failure rate of the cultural change.

## Is Change Management the same as Change Leadership?

You've probably heard about Change Management and Change Leadership. Do you think they are the same? Write down words that you associate with these two terms.

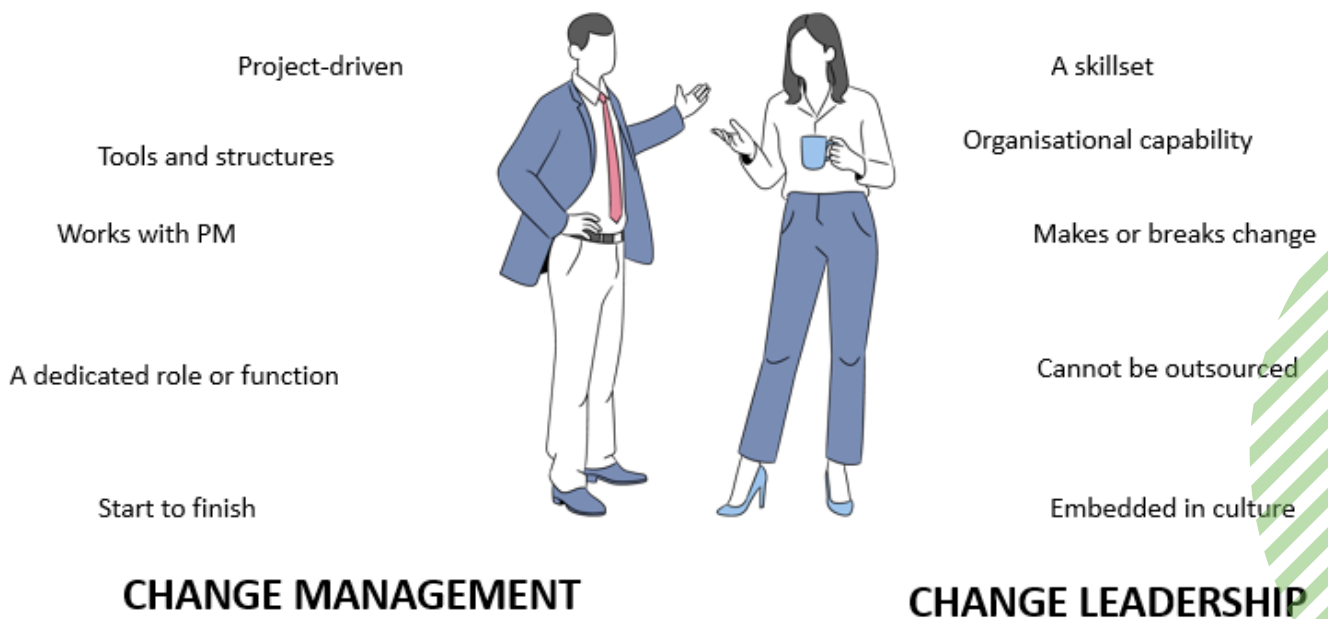


# Change Management & Change Leadership are not the same.

People ask us all the time do I need one or both?"

Change Management and Change Leadership don't replace each other. Instead, **they complement.**

## What's the difference?



# Change management

is either a dedicated role or function working on a programme or project scope from start to finish. Your Change Manager can be in-house or brought in to manage the people aspect of a change. They typically plan change initiatives that outline communication, training, coaching and resistance management.



On the other hand, Change Leaders are part of your formal and informal organisational structure. Building Change Leadership capabilities should be embedded in your culture and internal leadership competency framework. It cannot be outsourced. Leaders need to learn, practise and live change-agility and resilience.



# Change Leadership lifts your foundational leadership skills to the next level to achieve resilience and change-agility:

Rate your organisation's capabilities on these levels:

<b>5</b> Extensive experience	<b>4</b> Good experience	<b>3</b> Some experience	<b>2</b> Little experience	<b>1</b> No experience
----------------------------------	-----------------------------	-----------------------------	-------------------------------	---------------------------

	RATING
Emotional Intelligence	
Growth Mindset	
Communication	
Conflict resolution	
Resistance management	





# Let's look at an example together

We surveyed Healthcare and Aged Care professionals and found out that:



## 1<sup>ST</sup>

We don't know how to do it and we lack the tools in training and upskilling essential people to lead change

## 2<sup>ND</sup>

There are traditional habits that are hard to break. Changing a habit is a difficult one.

## 3<sup>RD</sup>

Communication is a great challenge when it comes to change.

## 4<sup>TH</sup>

To succeed with changing your business' culture, you'll need to allocate resources, namely money and people.



# Here is what the study participants said...

STATEMENT	EFFECT
<p>"Registered nurses are experienced in the industry and have strong clinical expertise but lack business acumen."</p>	<p>Much of the typical top-down change information will be misunderstood and met with scepticism for it's use of business jargon.</p>
<p>"Nurses believe that executives have likely never worked a care day in their life and middle management has often forgotten what it's like on the floor"</p>	<p>This leads to a big disconnect between the management team understanding the challenges on frontline positions.</p>
<p>"Good nurses become registered nurses that manage residential homes. An example would be a home with 150 beds and has 2 registered nurses to manage."</p>	<p>Bridging silos, by collaborating and communicating across different residential homes, administrative offices and departments take additional time and effort that is often not available.</p>
<p>"They work really long hours, so they get tired. Understaffed and overworked is a common joke."</p>	<p>The Health sector is really understaffed which means that people have less capacity to deal and cope with change.</p>
<p>"In the Covid-19 outbreak response, the staff and registered nurses had to learn to engage and accept other key roles such as site manager, facility manager, kitchen lead, laundry as experts and remove the hierarchical mindset."</p>	<p>Traditional beliefs and assumptions have been tested through external change drivers that open up discussions on collaborative innovation and co-creation of change.</p>
<p>"Multicultural backgrounds, cultural biases, forming groups, language barriers, often English is their second language"</p>	<p>There is a higher potential for conflicts if managers lack the capability to adapt to a diverse workforce with diverse needs.</p>



# External demands often trigger change and innovation

Talking about the Australian Health Care and Aged Care sector...

The Royal Commission, the New Aged Care Quality Standards and the pandemic are demanding a cultural shift.

You might also like our blog:

[All You Need To Know About Change](#)

[3 Tips To Save Employee Satisfaction During Organisational Change](#)

[Change Leader: We identified 4 Types. Which one are you?](#)



# Competition

Think about this...

There are other organisations like you. How will you stand out?

You are competing with a ton of other organisations for the best people and clients. How will your business be the number one choice for them.

## Takeaways

- Given the 19% median for cultural change success, we should not be scared of trying
- Check and track your change progress using Gibbons' SOCKS
- The lack of Change Leadership is the No.1 contributing factor to the 81% failure rate of cultural change. So, do something about it.
- Use Change Management and Change Leadership in conjunction to enable effective behavioural change and sustainable transformations.





# What happens if you don't act?

Remember SOCKS?

- S** Not long-lasting and sustainable
- O** Cost overrun
- C** Unwanted consequences
- K** Killed projects
- S** Benefit shortfalls

Talking about the Australian Health and Aged Care sector...

More and more organisations are facing:

- Noncompliance fines and sanctions
- Reduced employee satisfaction
- Increased turnover and
- Reduced revenue due to clients delaying their decision to put their loved ones into care

Considering the industry you're in, what are the risks if you don't act and change the way you work?

# Now, what's next?

Here are some quick fixes for organisational change. Wearing a bandaid under your sleeves makes it look like you've already got the job done. But, it's false.

## Have you tried any of them?

No worries, we can help you fix that. But first, be honest with yourself and tick the boxes that identify them.

- Looking for a silver bullet or quick fix by engaging a top tier consulting firm.

Often organisations engage a 'top' change management firm. But the issue isn't change management it is change leadership. So you end up with the wrong solution for the problem you are trying to solve.

- Delegate the change to an in-house change manager or external consultant.

If getting a certified Change Manager on staff was the answer you wouldn't be reading this document. You can see how many change managers there are and yet the problem of widespread change failure is as bad as it has ever been.



Trying to motivate staff with incentives and penalties.

This is the classic carrot and stick approach. Sure what gets measured gets done. But does this actually create a culture of adaptability to change that is sustainable? In our experience, this isn't the case.

 Communicating more frequent and louder when things don't work.

As soon as you raise your voice it's clear you've lost power. There are different means of Change Leadership but yelling isn't amongst the successful ones. Those days are long gone.

 Creating in-house programs without having the subject matter expertise in leading and managing change.

Few businesses that struggle with change simultaneously have the knowledge and experience in-house to improve adaptability across the board.

 Leadership intervention courses that do not link back to the business outcomes or do not take any responsibility for the business outcomes.

It's comforting to think a leadership course can fix the problem. I'm sure you've already done lots of courses. How many created a lasting impact for your organisation?



# Hope you were honest in identifying those quick fixes?

Here are **2 long-term and effective strategies** you can apply immediately to plug the hole.

## Strategy #1: Embrace Diversity

It is important to understand that diversity of thoughts is created through many factors such as age, gender, ethnicity, cultural background or sexual orientation as well as your upbringing, your work or life experience and your personality and behavioural preference style, the latter being significantly harder to measure and determine.

"I don't really believe it makes a difference whether you are male or female. I believe one's mindset and ability to seize commonalities and diversities for an advantage is a much greater differentiator in the 21st century." - Eva, CINO

What are your thought on this?

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# What should I do?

Aside from working towards given diversity KPI's, a leader should follow these simple three steps to gain value from the diversity within the team:

1. Recognise and begin to understand the diverse personalities in your team.
2. Work towards a team culture of trust by raising awareness and pride about the team's diversity.
3. Mentor and coach the team to utilise the diversity of thoughts inside the team and even across the larger organisation and professional networks to innovate better outcomes.

Remember that diversity tension can be the very energy you need to create something better. The rest is just business as usual.






# Consider Cognitive Diversity as your competitive differentiator

Cognitive diversity is the differences of ideas within your team that results from having people from different backgrounds, personalities and preferences.

Our personality is the combination of biological and cultural experiences, which is why people from different backgrounds can offer creativity in problem-solving and innovation.

So, what are some of the benefits for leaders in embracing cognitive diversity within their teams?

Most teams will already have some form of diverse thinking in their teams. Being mindful of that mix and creating an inclusive culture that embraces ideas is essential for staff retention, innovating and remaining competitive. Leaders that embrace diversity have a greater level of **adaptable capacity**.





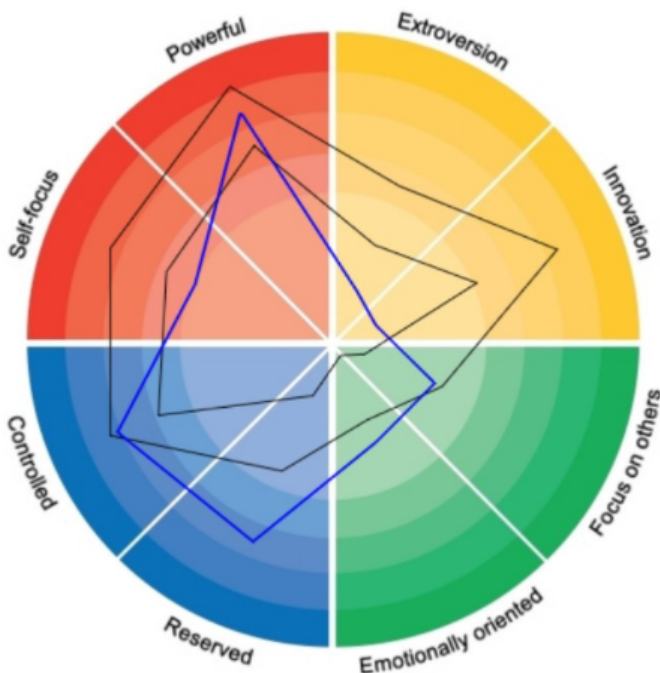
# So, how can you increase your adaptable capacity?

## #1 Know where you stand



Having a record of what you've been doing is a great way to see how well things are going. Keeping metrics on your diversity initiatives will allow you to measure what you've been doing well, what's working and what needs some improvement.

## #2 Know where you want to go



Make sure your managers and staff understand the importance of cognitive diversity. One good way to do this is for managers to set meaningful KPI's regarding diversity and reward progress and effort towards inclusiveness. Defining the personality mix needed to do the job well, provides managers with a visual spider graph of minimum and maximum characteristics in which they need their team to sit.



### #3 Lead by example



It is important that you lead by example and demonstrate an appreciation for concerns, ideas and inputs in meetings and day-to-day conversations. Challenge yourself by routinely asking questions.

### #4 Foster open minds



Consciously manage your own biases. Understanding your own cognitive bias is an important step in avoiding any unintentional behaviour that contradicts your aims. If you are not sure about what filters you have on a tool like Valère can help you to identify them.

### #5 Learn from others



Let's face it, leaders are often thrown into the deep end and expected to know everything. However, mastery takes time and practice. Choose an approach that allows for educational learning, exposure learning and experiential learning. Speed Mentoring cards can help you to form this habit.

# Got it?

Now reflect and answer these questions!

	YES   NO
Is diversity of thoughts important for cultural change?	
Does diversity train your adaptable capacity?	
Can you leverage diversity to shift the culture of your organisation?	

This leads us to an **expert-led strategy**...



## Strategy #2: Work your muscle to lead and manage change like never before

Did you know if you search LinkedIn for people who are change managers there are 445,000 of them?

There are over 106,000 transformation managers on LinkedIn as well.

But, do you know that despite this many people in 'change' roles, a median of 81% of cultural change still fails?

You have to wonder what's going on and pardon the pun what needs to change.

Let's understand Change more...

### Change is...

Scan the code and let others know about your thoughts. Real-time results can be viewed upon submitting answers.



# Change is..

Change is associated with innovation, opportunity, evolution, future, growth, and progress. Yet, we know that change has a different flavour for everyone.

Some might say that change is inevitable. On the downside, change causes disruption, stress and tension to our organisation. Our brain's fear centre, the amygdala, naturally react to uncertainty and ambiguity with **fight, freeze or flight.**

We differentiate between **individual change and organisational change.** Individual change is when the process of changing one's behaviour sustainably. Organisational change is when an organisation, as the sum of all the individuals within, changes its way of working.

Leaders that role-model individual change, engage, inspire and challenge others to change. As futurists, they constantly consider different scenarios and think through new possibilities.

Leading with a Change Mindset is **the #1 skill for leaders in 2030.**





# 3 Change Myths That Need Busting

## The 70% failure rate of change

49 studies across 10 types of change found a 19% median success rate for cultural change, 40% for technology change and 58% for strategy development. You can see that the failure rate varies depending on the type of change, the type of failure and the business' capability. **The failure rate you should use for your project contingency plan should be much closer to 40-50%.**

## The carrots and sticks approach to managing change

Studies confirm that rewards (carrots) kill internal motivation by replacing it with external motivation. Every time we use the reward to nudge a behaviour towards our desired ways we make the task more about the reward and less about the joy of doing the task. Reward and recognition programs can be costly and inefficient. **Instead, choose change initiatives that are high in engagement and co-creation.** High engagement increases the probability of change success by up to 22%, cut implementation time by up to one-third.





## The need to mitigate and manage resistance to change

Lastly, we have all heard that resistance is a given in change. More correctly, organisational transformation triggers a wide range of emotions in us and our employees. Qualitative studies show that when these emotions are acknowledged and treated with respect, people become more engaged with the change. **Start to embrace your employee's reactions as engagement.** Create an emotionally safe space to open the way for better collaboration, problem-solving and sustainable change outcomes.



### Download infographic

Now before you head over to the next chapter, drop a thought or two on these questions.

What is a change myth that you wish would go away?

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.....  
.....

What myths exist about change in your organisation?

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At Approach Services, we identified four types of change leaders .

# Do you already know which type are you?

Please spare 5 minutes  
of your time  
to answer this quiz.



# 5 advantages of Change Leadership

No organisation is immune to disruption or the changing demands of our dynamic world. To see innovation through, you need to lead change.

You are missing a huge opportunity if your people are not equipped to drive change and innovation.

For successful transformations, you need the right mindset, environment, and skills.

## Here are our top 5 advantages of Change Leadership:

### #1 You can make a significant impact on the mental health of your workforce

Uncertainty increases workplace stress. By improving the emotional intelligence and leadership skills in your workforce, you reduce stress during uncertainty and improve empathy and listening skills, thereby contributing positively to the growth of your organisational culture.





## #2 You can track change better and turn data into insights

When you do not rely on external consultants to report their success stories, you will be able to track more meaningful data and progress. You can integrate the data with your internal BI and access unfiltered, direct feedback from your people. Furthermore, building a change-agile organisation enables you to track the long-term impacts way past the date when the project team rolls off.

## #3 You can build a history of change successes

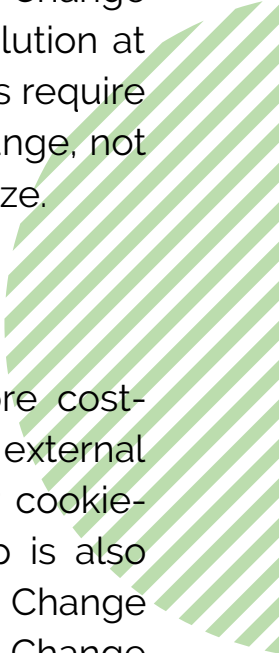
Change Leadership is the #1 contributor to change success. When everyone from the CEO to your frontline leader applies their Change Leadership skills consistently you will soon build a history of change success stories that paves the road for future innovations.

## #4 Change readiness becomes part of your DNA

Since your people are learning and mastering Change Leadership skills you will have a sustainable solution at hand when market pressures or other disruptions require you to change. You will always be ready for change, not just for one project but for every project of any size.

## #5 DIY is cheaper

Upskilling your people to lead change is more cost-effective in the long run than relying on external consultants and big consulting firms with their cookie-cutter approaches. Shared Change Leadership is also less disruptive than assigning an in-house Change Manager to wear the face of change. Change Leadership training is an investment into your people and organisation rather than a cost.





Yayyyyy! You're way up the ladder.

# Can you take a few minutes to reflect on these questions?

Why do you think building change leadership is relevant?

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What are the top three things that are changing in your organisation?

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What first steps could you take to improve how you lead and manage change?

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# I am sure, by now, you want to know how to make the most out of Change Leadership.

It's as simple as 1,2,3...

- 1** Learn and apply to hold yourself and your people **accountable**. Make sure the important work gets done first! Hold people accountable. Track and report individual progress and overall performance. This keeps momentum and helps to navigate around pitfalls of change.
- 2** **Commit** and upskill employees at all levels. Don't forget the C-suite and your frontline. Until everyone is aware of why we change, you won't see actions that turn intentions into results. Employees must understand how to turn general advice into practical behavioural change.
- 3** Frequently refresh your learning and expand your knowledge. As you lead others to the future state, be aware that you are still learning to master business change. **Allow time** for reflection, growth and trial and error. After all, we are all humans.







You might say that this solution is quite “big” to do or even start. Well, that is somewhat true. This part is critical.

It's time to reflect! Remember to be sincere with your answers, they'll help you in the long run.

How do you feel about the current level of change leadership in your organisation? Good, not so good, or even worse.

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What do you think will be your biggest advantage if your organisation fully harnesses change leadership practices?

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We are EXPERTS  
when it comes to  
change.

Let us help you.

At Approach Services, we help organisations to become change agile and thrive through change. We are passionate about shaping the way we lead change globally through our EXCELeRATE Change Leadership Program and tools.



# EXCELerate Change Leadership Program

Our change leadership program delivers 5.7 times the return on investment. Even better you and your leaders will feel accomplished and able to create a sustainable change culture. The system we use is:

**Value driven change leader** This step creates a visible leadership that walks the talk rather than delegating the change. You and your leaders will feel at ease in leading the change.

**Resilient change leader** This step increases motivation and resilience using a compelling vision and a rapid change plan rather than incentives and penalties. You and your leaders will feel proud about leading the change.

**Agile change leader** This step builds change advocacy to improve speed and outcomes rather than working in silos. You and your leaders will feel in control and informed.

**Communicating change** This step applies efficient change communication rather than communicating frequent and louder. You and your leaders will feel understood.

**Conflict resolution in change** This step engages concerns to recognise hidden opportunities for better outcomes rather than avoiding conflicts and resistance. You and your leaders will feel reassured and included.

**Growth Mindset to lead change** This step creates a learning culture that fosters innovation and growth over time rather than hoping for a silver bullet or a quick fix. You and your leaders will feel satisfied.

Visit our website for our Change Leadership Academy.



# The 6C's Change Management Approach



Watch here!

The 6C's are the solution to an age-old problem. Structured in its approach, yet flexible, we co-create the change roadmap and solution with you and all stakeholders.

- 1 Understanding the compelling reasons that change has to happen now (Co-creation)
- 2 Testing your hypothesis for the best possible future state with your stakeholders in the areas of most potential (Co-sensing)
- 3 Applying an integrated and structured Change Management approach to the transition phase considering communication, training, coaching, risk and resistance and appropriate sponsorship (Co-planning)
- 4 Developing confident and equipped change leaders, change sponsors and change advocates to influence and guide the organisation through change whilst role-modelling what good looks like. (Change Leaders)
- 5 Organisations are more likely to integrate and sustain change efforts past the boundaries of the project through developing change advocates. (Change advocates)
- 6 Staying flexible in the approach by tracking and measuring behavioural change and encouraging high engagement across your organisation (Correction)



# Change Leadership toolkits

You can improve your Change Leadership skills in your own time with our practical toolkits. We understand the need for fast and actionable solutions.



## **Valère**

Boost your value-driving actions



## **Speed Mentoring**

Foster a growth mindset and learning culture



## **Zooleader**

Improve collaboration and work relationships

and more...



# Takeaways

- Don't settle with the band-aid fixes. It just feels good for a little while but does not solve the problem at all.
- Investing in Change Leadership development is a key to thriving in our VUCA world
- It feels good to have a change roadmap to plan and track your change journey.

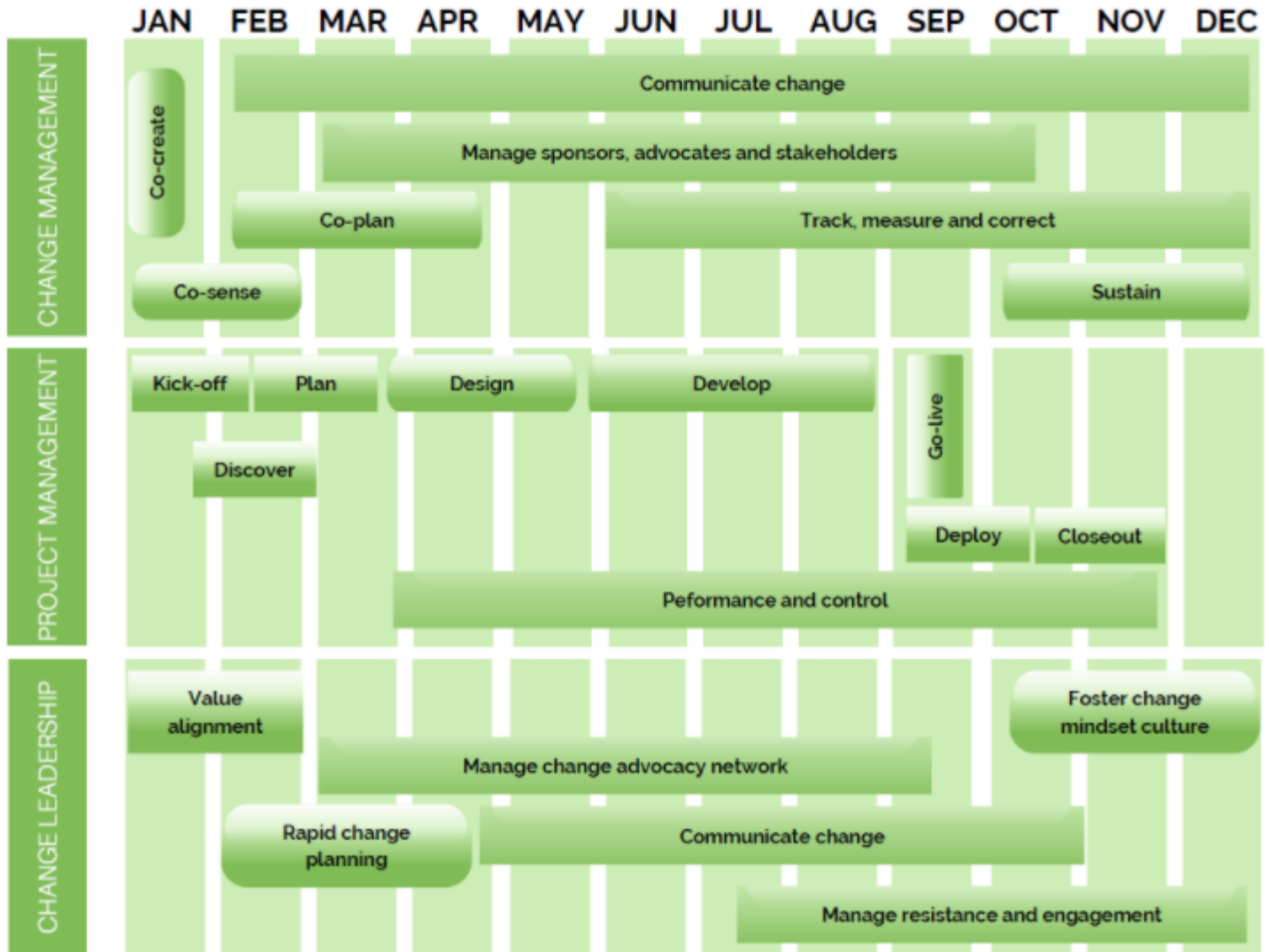





# Feeling lost?

Here's a sample roadmap to help you picture the change journey.

## Change Roadmap







Our change roadmap has been a powerful tool in leading change around organisations like yours. It can help you.


- 1 Reach a greater level of awareness about the change
- 2 Bring clarity to the reasons for change
- 3 Imagine the future state as if it was already achieved
- 4 Rekindle internal motivation and drive when resilience is tough
- 5 Focus on the outcome
- 6 Reduce anxiety and fear because the future state becomes more tangible

We can help you create and personalise your own change roadmap. Proceed to the next page.





# Creating your own change management roadmap



# Co-creating

The purpose of the Co-creation workshop is to draft and align the key stakeholders on the reason for the change, so that the WHY is a succinct and compelling narrative.

Think of 1 change project in your organisation.

What is the purpose of the change?

(sample: Change in organisational structure)

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Why does our organisation need to undergo this change?

(sample: Flatten the hierarchy to allow more agile decision-making)

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# Co-sensing

The purpose of the co-sensing observation is to deep dive, shadow and learn from the perspectives of the most marginal players in the system.

At this point, consider the industry you're in and your observations accordingly.

What are the barriers to the change project that needs addressing?

(sample: Highly competitive labour market and a lack of talent)

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What are the opportunities of the change project?

(sample: Increased performance and employee satisfaction)

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# Co-planning

The purpose of the co-planning step is to plan the what and how of the change management and change leadership activities and then collaborate with the PMO to align the who, when and where with the project schedule.

## Activity 1

How	Who	Where	When

## Activity 2

How	Who	Where	When

## Activity 3

How	Who	Where	When





# Change Leaders

Change Leaders are people within the organisation that form part of the formal leadership, e.g. team leaders, managers, executives. Confident, active, and visible change leaders give our clients the biggest chance to achieve the ROI and benefits targeted by the change project.

Who are your prospect change leaders?

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What are your expectations from your change leader?

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What are the skills that made you think that person is capable of a change leadership role?

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On the other hand, what are the skills you think that person should improve to lead change successfully?

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# Change Advocates

Change advocates multiply the impact of your change leadership. They are the key to increasing change agility and identifying and addressing resistance and engagement effectively.

Advocates can be formal or informal influences across the organisation e.g. a subject matter expert, project manager or receptionist.

Prospect change advocates	In his/her role in your organisation, how can he/she influence the rest of your organisation?
Advocate 1	
Advocate 2	
Advocate 3	



# Corrections

Ask yourself, how is the change project going?

How do you measure and track the progress of your change project?

At this point, you should schedule each step and plot it on your roadmap.

1. Identify the change project implementation period.
2. Decide how much time you will allot for each aspect.
3. Write the months on the heading part.
4. Start plotting.

NAME OF THE CHANGE PROJECT												
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
CO - CREATE												
CO - SENSE												
CO - PLAN												
COMMUNICATE CHANGE												
MANAGE SPONSORS, ADVOCATES AND STAKEHOLDERS												
TRACK, MEASURE AND CORRECT												
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Example:

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By now, you must be ready to kick start a change project. Having troubles? You know you can reach us!

# Is this a proven solution?

We knew you would ask that. Here's what our valued clients have to say.

## ALZHEIMER'S WA

Fixing It... Your Partner For Strategic Communication

### ABOUT

Alzheimer's WA is the leading voice for people living with dementia in Western Australia, they are advocates for a world where people with dementia and their families are supported on their dementia journey.

### THE PROBLEM

Approach Services was engaged to assist with a 12-month internal communications strategy that needed to break down a complex story. The overall aim was to 'change the conversation' across the whole of Alzheimer's WA and gain buy-in from all stakeholders for the cultural change.

### STEPS

- We understood the compelling reasons that change has to happen now

We worked collaboratively to deliver game-changing work and were able to design and deliver training to address the culture. This co-creation step was an important process because it gave the team the chance to work together and understand their business environment.



- Our Change Management and Change Leadership approach shows leaders how to influence their organisation through change and be successful in their role.

It wasn't just about providing staff with information, frameworks or even 'better' skills – it was about focusing on the whole person – how to communicate, provide care and support – and develop culturally competent staff through the change communication process. We develop change leaders who were role models and could influence and guide the organisation.

- To sustain change efforts we develop change advocates

Developing change advocates is the most effective strategy for sustained change. These are people who are committed to continuous improvement, are willing to take risks, are open-minded, conscientiously apply their effort, and use innovative methods.

Approach Services co-developed with the Head of People and Culture effective, relevant, memorable messages for all stakeholder groups. We focussed on relevant and accessible ways to help Alzheimer's WA share their message for impact.

## RESULT

We worked together with Alzheimer's WA to understand what really matters. We were able to empower the senior leader through open lines of communication. By delivering high-quality, tested work quickly for the whole organisation, the result was an effective rapid communication plan and schedule tailored to all 215 stakeholders across the organisation.

Having a communication strategy and schedule in place is one of the key steps in successful cultural change implementation and reduces risks such as unwanted turnover, demoralisation and rumours.



ALLIANCE AGAINST DEPRESSION

# Change Management Expertise for Your Organisation

## ABOUT

WA Primary Health Alliance is the coordination centre for the Alliance Against Depression - a community-led initiative promoting the improved treatment and care of people affected by depression to improve their quality of life, and the wellbeing of the community.

## THE PROBLEM

The Alliance Against Depression (AAD) for Cockburn, Fremantle and Melville approached us to develop a Change Communication Plan and schedule covering an 18 months project to communicate the community-wide change to 120 stakeholders across different organisations and 7 channels from social media to events.

## STEPS

- We discovered the key reasons that change has to happen immediately through co-creation

We worked closely with the AAD sponsors to determine exactly what the transformational needs were. Throughout the process, we leverage evidence-based and practical templates to create the best possible solution tailored to the community. The communication plan and schedule were developed within 4 weeks and rolled out successfully across the relevant stakeholders throughout the community.



- We spent time understanding the important changes the community faces, and mapping out a clear strategy for what comes next.

We applied a set of proven best practices to help the AAD communicate consistent, on-target messages on multiple channels that are on-brand and voice. We determined tactics based on our research and key stakeholders. Our consultants asked probing questions about the community, concerns and challenges analysing data from every angle.

- To achieve a successful social transformation, we applied a structured Change Management approach.

We considered daily, weekly, monthly and regular touchpoints with all internal and external stakeholders and groups of concern. Throughout the planning phase, we worked closely with the sponsor to understand the transition goals and needs, and then developed a plan, schedule and collateral to achieve goals with anticipating pockets of resistance.

- We stayed flexible in the approach by tracking and measuring behavioural change and encouraging high engagement across the organisation

AAD knew that great care had to be taken to get everyone on board with the messaging around the new way of working. The sponsor was equally aware that 18 months of communication was a lot to get through, so they needed some help to make sure they didn't get overwhelmed. Our Change Communication Plan ensured the project had a clear vision and strategy, ensuring everyone knew what was coming, why, and how it would benefit them directly.

## RESULT

Approach Services really understood the situation that AAD was facing and was able to deliver a creative set of recommendations very quickly. We ensured everyone had all tools, strategies, and skills to communicate the change effectively and implement the plan. The AAD team is now able to deliver change communication across all channels in an effective and sustainable way.





# Happy to meet you!

I'm sure you have a lot of questions. Gather all the questions you've written so far and speak to us.

## Approach Services

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Here is some FREE content we built over the past years that you might want to take advantage of.

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