

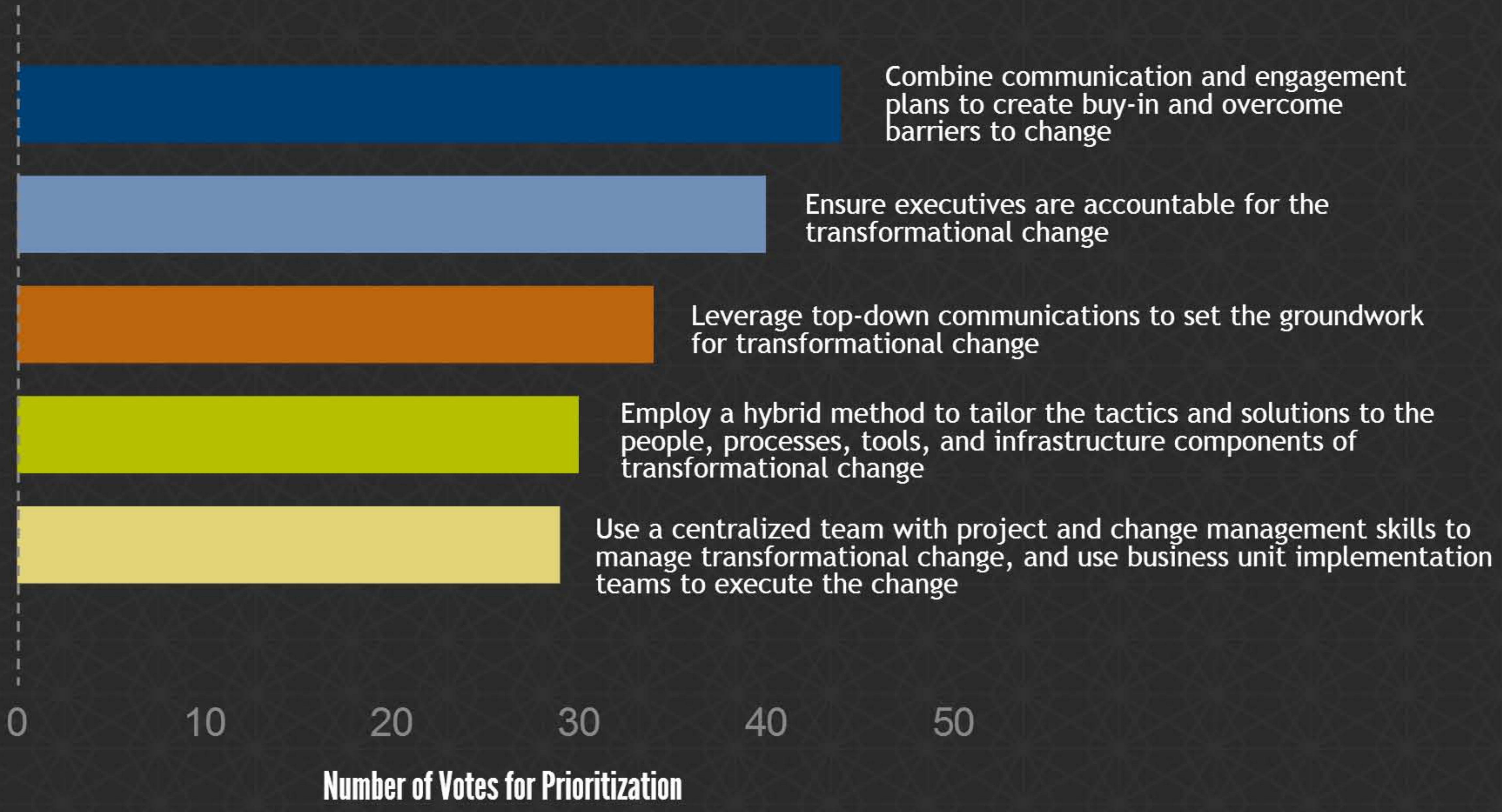
Best Practices for Transformational Change



Research indicates only 30 percent of organizations consider their change management programs successful. Organizations that successfully implement and sustain changes to their business processes tend to get ahead faster and stay ahead longer. But organizations face challenges such as engaging diverse management styles, achieving consensus for cross-functional change, and helping employees make the changes part of their daily routines.

During APQC's recent study Transformational Change—Making It Last, participants prioritized the best practice findings, participated in work groups to determine the major roadblocks to implementation, and identified ways to overcome them. This infographic illustrates the findings from this session.

TOP FIVE BEST PRACTICES



CHALLENGES TO IMPLEMENTING BEST PRACTICES

The two predominant challenges deal with generating buy-in and breaking down barriers.

1. Lack of buy-in with senior management

Solutions:

- > Conduct a test project to establish the need for change and the efficacy of the process and team.
- > Use people who believe in the project to create momentum to communicate and show the value.
- > Outline the need for change in a business or ROI perspective.

2. Business silos and a lack of integration

Solutions:

- > Create one-page document that outlines a single view of the transformation's goals and expected behaviors.
- > Focus on the value streams rather than the functions.
- > Use cross-functional training programs between the businesses and the process and quality management teams.

COMMON BARRIERS TO SUPPORT

Support of Change Initiatives—By Seniority



Support of Change Initiatives—By Function



Individuals that have been with an organization for over 10 years are more likely to resist because the culture is ingrained in their behavior, and they have been rewarded for the previous way the organization worked.

ADDITIONAL BEST PRACTICES

Once the organization has established the support and buy-in, it needs to set the stage for transformational change; it's ready to apply the rest of the study's best practices.



Provide ongoing training to reinforce the new culture, behaviors, and necessary skills.



Start with the end-state in mind, and then identify the measures that will indicate success at different stages.



Incorporate the desired behaviors into employee evaluations and rewards.



Use continuous improvement programs to monitor and refine transformation for sustainable change.



Create flexibility and enable timely problem solving by using incremental reviews and measures.



Evolve measures of success as the organization matures during its transformational journey.

Source: Transformational Change—Making It Last Best Practice Report



Project Research Champion: Grant Thornton LLP