

Implementing an Effective Change Management Strategy

NERYL EAST



Implementing an Effective Change Management Strategy

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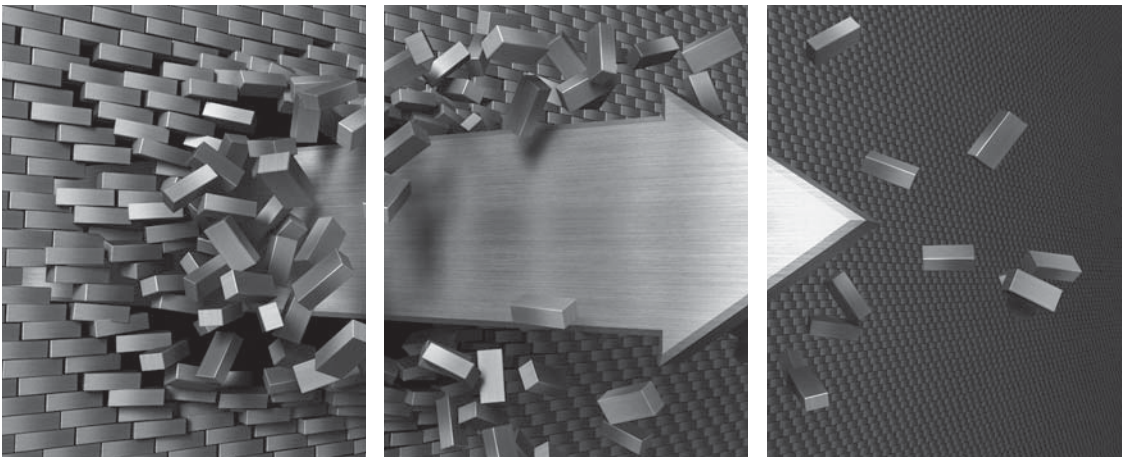
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Executive summary

ORGANISATIONAL CHANGE is a universal phenomenon. Every business large or small, each government agency and not-for-profit group faces the challenge of managing change in some form.

For some organisations change is an opportunity for inspiration and creativity. Times of change enable the true talents of the workforce to come to the fore. For others, the picture is less rosy. Change is a time of conflict, leaving employees bitter and disempowered and the organisation with a costly recovery period.

There are hundreds of books and thousands of articles about change and this report does not attempt to canvass them all or reproduce their findings. Instead, it provides a snapshot of latest thinking about how organisations around the world are approaching change. It also taps into the expertise of some international thought leaders in foreshadowing best-practice change management into the future. The report presents well-structured topics and concepts as follows:

- Chapter 1 provides some definitions around change and change management and seeks to establish a context for the rest of the report. The second chapter summarises some of the more well-known change management theories and processes, while acknowledging that there are many others.
- The report then moves into the area of organisational culture and the

importance it plays in determining the effectiveness of change. That leads into a discussion about change communication and how – among increasingly complex messages and choices in communication technology – the simple conversation remains the most effective approach.

- The theme of Chapter 5 is that change is all about people. The report looks at the human impact of poorly managed change and the emotional responses associated with it.
- Leadership and change is addressed in Chapter 6, including the importance of role modelling and the part to be played by the entire work team. The report then shifts from leaders to generational issues, describing how change impacts all workers whether they are boomers or generation Y.
- Chapter 8 focuses on resilience; how certain key attributes can help organisations and individuals thrive on the change that will inevitably come their way.
- Latest thinking on change measurement and evaluation is then presented and the report concludes with some key principles drawn from the experience of all contributors.

A vital feature is the presentation of several case studies, each telling a fascinating story about an organisation's change journey. Whether they are multinational corporations or small not-for-profit bodies, each has

faced a change issue and tackled it in a creative and impactful way.

Change comes in all shapes and sizes and there is much to be learned from the experience of others as they seek to apply theory and process in a diverse range of work environments.

About the author

NERYL EAST, MA, PhD, is a writer, academic, speaker and communication specialist with extensive experience in both internal and external communication in Australian government, private sector and not-for-profit organisations.

Neryl's specialties include issues management, change management; and integrating new and traditional media. She lectures in public relations and journalism, is in demand as a keynote presenter and trains organisations in many facets of communication including media skills and writing in plain language.

In 2010 Neryl was selected as an ambassador for the Year of Women in Local Government, a programme supported by the Australian government. She is a member of the Public Relations Institute of Australia and the National Speakers Association of Australia.

Neryl is the author of *Named and Shamed: Rod Oxley's inside story of the Wollongong corruption scandal* and the Ark Group's *Strategic Internal Communications for Complex Organisations* report, now in its second edition.

Neryl can be contacted through her website at: www.neryleast.com.

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Neryl East
June 2011

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