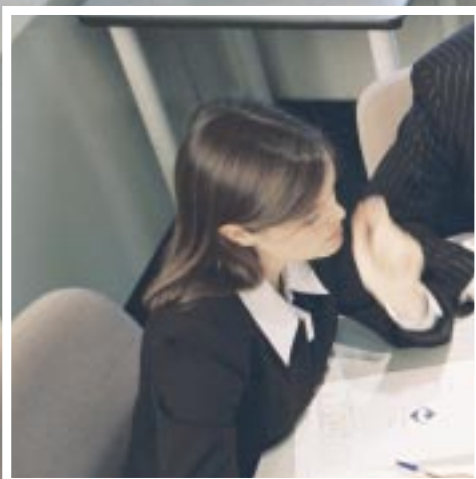


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World-Class Change Management

Mastering Corporate Agility, Resilience and Adaptability

- Develop continuous change management as a strategic capability
- Embed change-readiness and agility throughout your organisation
- Foster leadership to direct change programmes
- Master the skills and disciplines of continuous change management
- Align change goals with corporate strategy



"Many organisational change programmes fail because they address only structural issues and do not focus enough attention on engaging their people in the process."

Tom Glocer, Chief Executive, Reuters



Apply the new rules of change management

World-Class Change Management, Business Intelligence's latest report, outlines the new rules for managing in an era of continuous change. Making change happen in today's environment involves mastering co-operation, collaboration, transparency and behavioural change among other disciplines – this report shows you how to integrate these elements into your change practices.



World-class Change Management will help you to stay on top of change by showing you how to:

- Build resilience into your organisation
- Focus on critical issues and avoid energy dissipation
- Anticipate opportunities to become more competitive
- Create an agile organisation and responsive culture
- Manage in a climate of uncertainty.



By applying the knowledge in this report – captured in case studies, expert advice, action points and checklists - you will be able to master this key strategic capability and ride the wave of continuous change.

The report examines in detail how change can be successfully brought about in situations including corporate turnarounds, transformation programmes, mergers and acquisitions, performance improvement initiatives, process re-engineering and many other contexts. Above all, it demonstrates how companies can develop the corporate capability to become more agile, responsive and innovative by creating a culture and processes to deal with uncertainty and unpredictable events.

The Roadmap to Successful Change – exclusive to this report


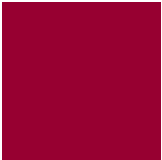
Invaluable lessons captured through research for this report have been summarized in a Roadmap that you can use to plan your change programmes. It breaks down the process into eight phases that you can follow to develop your own plans.

The Roadmap is based on the principles of successful change initiatives and will help you to achieve the all-important balance between effective change leadership and organisational practices and capabilities that deliver results.

- | | |
|---|---|
| ■ Develop a comprehensive approach to planning change and check that all the success factors are in place | ■ Check that your organisation possesses the essential capabilities for managing the change process |
| ■ Nurture the change leadership skills that underpin success and spot the weaknesses that lead to failure | ■ Assess your progress throughout the process to keep on track |
| ■ Ensure that your plan embodies the eight core best practices of successful change management | ■ Spot the danger signs at critical points in your change programmes. |

In an era of continuous change, the Roadmap and accompanying competencies checklists will help you to ensure that your organisation meets the demands for resilience and adaptability.

Managing on the front line of change



Case studies specially selected for this report exemplify the principles summarised in the Change Roadmap. They take you behind the scenes to give you an insider's feel for what it is actually like to tackle the difficult issues. Above all, the case studies reveal that effective change has to be orchestrated as a collaborative effort. In many cases, the journeys have been bumpy. Find out the principles and methods that enabled featured companies to retain control, even when their plans come under threat from unexpected events.

Outokumpu discovers the secret of resilience

A few years ago, the company's Special Strip steel manufacturing plant was faced with sharply declining competitiveness in a tough market. It embarked on a transformation programme that involved performance improvement initiatives, reorganisation and painful, but peacefully accepted, job cuts. Three years into a four-year programme, just as it was turning around performance, new events in the global steel market hit it hard. Thanks to a new culture of co-operation and greater transparency across the business, the company was able to weather this new storm with a new-found resilience.

Reuters and the secret of self-sustaining change

Stung into action in 2001, Reuters implemented a programme of accelerated performance improvement introduced in phases, each one enabling the company to operate at a higher gear. A central part of its Fast Forward programme was to develop and instil a new set of values that would provide a culture where innovative change could be fostered and perpetuated. Reuters' phased approach enabled the company to absorb and capitalise on earlier achievements. Leadership, planning, communications and generating behavioural change are all key enablers of Reuters' programme.

Deutsche Bank and the power of learning

Deutsche Bank implemented a programme of organisational change to sharpen its competitiveness in a global marketplace. The development of new corporate leadership development practices - plus change-management expertise - were seen as priorities for embedding a culture of continual improvement. With the emphasis on actionable learning, Deutsche Bank implemented measures to support active knowledge sharing across the senior management team and ensure that best-practice lessons are disseminated for the benefit of the whole organisation.

Moët Hennessy Diageo – promoting a can-do culture

The arrival of a new CEO in 2004 at Moët Hennessy Diageo was the cue for a major overhaul of the company's performance culture. The new CEO's self-appointed task was to turn around a demotivated workforce suffering from a low level of confidence and trust into a high-performance team. Starting with a clearly articulated vision for the business, the CEO used a process known as Mission Leadership to translate goals into action with clear milestones, well-defined tasks and measurable results. Instilling a can-do ethic throughout the organisation was instrumental to its success in putting the business on a growth path.

Royal National Orthopaedic Hospital and innovation

The introduction of new technologies and surgical methods was central to the RNOH's ability to meet its targets for improved patient care. Co-ordinating the effort and gaining support for the necessary investment, and collaboration of consultants and other staff were essential to achieve these goals. Against a backdrop of initiative-fatigue in the NHS, the successful introduction of innovative and groundbreaking procedures depended on adopting an appropriate leadership style, the well-orchestrated engagement of clinical staff, early wins and focused project management.

Throughout the Report, change management principles are illustrated with examples from leading organisations. Find out how culture change, buy-in and other essential ingredients of change management are handled by companies including:

- IBM's use of the Web to involve staff worldwide in a ValuesJam
- How Goldman Sachs upped the performance of its investment professionals
- The rebranding and relaunch of Children's Mutual
- The Royal Bank of Scotland's use of staff engagement methods
- GE Capital's culture survey and management programme
- Nortel Networks' initiative to promote creativity
- How British Airways used a major relocation to its Waterside HQ to improve collaborative working
- Allied Irish Bank's introduction of a new performance and reward system
- Abitibi Consolidated's successful post-merger reorganisation
- Aisin Seiki's rapid recovery from a potentially devastating long-term shutdown
- Beth Israel Deaconess Medical Centre's turnaround success.

The pathway to effective change management

All your key questions answered

Be prepared for every twist and turn of the change process and resolve the inevitable problems when they crop up. Find answers to the most important questions about managing change in today's business environment:

What kinds of leadership skills are needed in an era of continuous change?

How can we minimise the impact of unexpected events on our organisation?

What is the most effective way of bringing about behavioural change?

How should we balance strategic control with corporate agility?

What qualities do effective change managers possess and how can they be developed?

How can resistance be overcome?

How should change management be integrated into performance improvement programmes?

What role can external consultants play in facilitating change?

How should change management responsibilities be distributed through the organisation?

How can we assess the success of our change programme?

If there's no end to change, how can we set strategic goals?

What is resilience and how do you acquire it?

What are the biggest obstacles to change and how can they be overcome?

What kind of people should we recruit to weather the storm of change?

How should working practices and processes be adapted?

How can we rescue change projects that drift off course?

How can we avoid cynicism and initiative fatigue?

What roles do communities of practice and knowledge-sharing play?

How can we create the corporate culture that supports change most effectively?

And you will find much more than answers to these 20 leading questions. World-class change management looks at all aspects of change management and describes the business tools, techniques and methods that make the job more manageable.

Free Sample Best Practice Case Study

World-Class Change Management features numerous original international case studies – each with valuable lessons for your own organisation.

Use their first-hand experience to seek out best practice strategies, adopt successful methodologies and much more...

Download your free sample case study from this report at:
www.business-intelligence.co.uk/change

Inspire your thinking

Inspire your thinking with new ideas

You will find plenty of inspiration in **World-Class Change Management** to ensure you are never short of smart ideas. Interviews with leading experts - plus summaries of the latest and best thinking – give you access to a wealth of proven ideas. Benefit from the advice of authorities such as Professor Lynda Gratton of London Business School and transformation leaders including Tom Glocer, Reuters' CEO, to gain a well-informed view of what makes change work.

Turn change management into a strategic capability

Managing change is complex. But by using the report's Change Roadmap you can make sure that you take into account all the issues. It will help you to stay on track – put the right processes, practices and measures in place for all phases of the programme.

Based on best practices identified through the research for this report, the Change Roadmap provides a powerful tool for planning and implementing change. Use it to identify potential problems and troubleshoot your way through difficulties when they arise.

The change-enabled company

Find out whether your organisation is up for the challenge of continuous change. Use the Effective Change Model, based on lessons distilled from corporate best practice, to assess your current leadership and organisational change capabilities. Follow the eight key milestones, from anticipating new events to strategy adjustment, to ensure your plans include all the elements of successful programmes.

How to be a change victor not a victim

Over two-thirds of change initiatives fail, wholly or partially, to meet their goals. **World-Class Change Management** will tell you how to avoid common mistakes such as:

- Failing to align leadership and change capabilities
- Ignoring the power of informal networks in the organisation
- Underestimating the corporate energy needed to generate change
- Neglecting to review and adjust plans in the light of fresh events
- Overlooking the importance of buy-in and collaboration.

To view a complete contents listing visit

www.business-intelligence.co.uk/change

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