

Making Change Last

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Management of change in your company

When people have a personal interest in the success of a project, its management is easy. The Hearts and Minds program takes this idea and puts it into practice with a process for ensuring the success of projects and initiatives by winning the hearts and minds of all involved. Change may range from a major initiative, such as a cultural transformation in the entire organisation, down to the implementation of a new way of working at a specific worksite. People have to be won over so that they want to achieve the goals. Their plans have to be robust enough to survive setbacks that invariably arise.

Organisational change is never easy. When programs fail to show positive results, managers and supervisors often become frustrated. This brochure helps bring the management of change back to the managers and supervisors of the company.

Several factors crucial to successful change:

- Management commitment is essential, and managers may have to change first
- Readiness to change among those involved needs to be assessed to know where to start
- Champions are committed to the program, to support all involved
- Direct participation of all involved in planning and execution
- Identification of the barriers (negative) and channels (positive) to successful change – resistance to change must be considered
- Success stories – from other locations, departments or companies
- Development of a clear vision of the new ways of working
- Need for clear program structure
- Initial irreversible action to kick-start the initiative and ensure continuation
- Evaluation and review of the program, with a willingness to adapt to circumstances and setbacks
- Maintenance of the initiative as an integral part of the process

The Hearts and Minds Approach

Good change programs are well planned, effectively carried out and are sustained after the initial introduction phase. All relevant members of the organisation are made aware of the program and failures are corrected as the process of change continues. But not all programs run that well; managers often assume that telling people that there is a problem is enough to produce successful change. Managers also often make plans and then dictate that their workforce carry them out, whether they

really want to or not. The Hearts and Minds change process provides a structure that creates both awareness *and* the will to succeed. This approach also helps safeguard against initiative overload – It limits the initiatives that are actually carried out to those that people want and can cope with.

The Masterplan Checklist

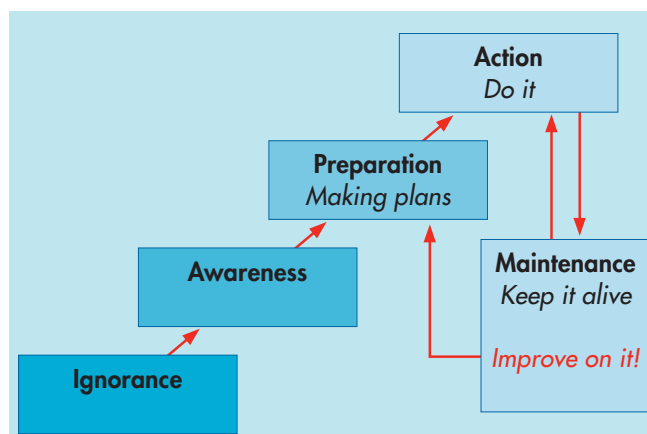
The Checklist on the back provides a plan for the entire initiative that needs to be considered by the champion at the outset. The list also checks the feasibility of proposed initiatives. Winning the Hearts and Minds of those who have to change requires:

- Raising awareness of the issues in open debate
- Creating need for change in individuals and groups
- Uncovering the barriers to successful change
- Discovering ways to overcome those barriers
- Making plans with those who will have to carry them out
- Maintaining the effort

The Stage Model of Change

The model is taken from health psychology and explains how people change behaviours like quitting smoking. People in an organisation are “addicted” to their old habits, the model provides a framework for changing problematic behaviours. People are often unaware of the existence of a problem. Once they have been made aware they can consider what to do, but this is by no means a guarantee of success. This guide helps bridge the gap. The next stage requires active planning and only then can the plan be implemented. Finally the gains have to be consolidated and retained. People can easily slip back to previous stages, and even though they will remain aware, they may revert to doing nothing.

The centrefold opposite provides an example of how to use this process working with small groups to produce lasting change.



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