

Mastering Structural Change

The TASK & CAPABILITY Formula



Mastering Structural Change

The following slides outline key change considerations. Leigh Kibby has applied these principles with regards to:

- **Major Change Program – implemented a Federal Government wide change**
 - **Success – provided a 15% performance improvement**
 - **Satisfaction – increased staff satisfaction from 51% to 89%**
 - **Profit – \$500,000 savings in staff turnover**



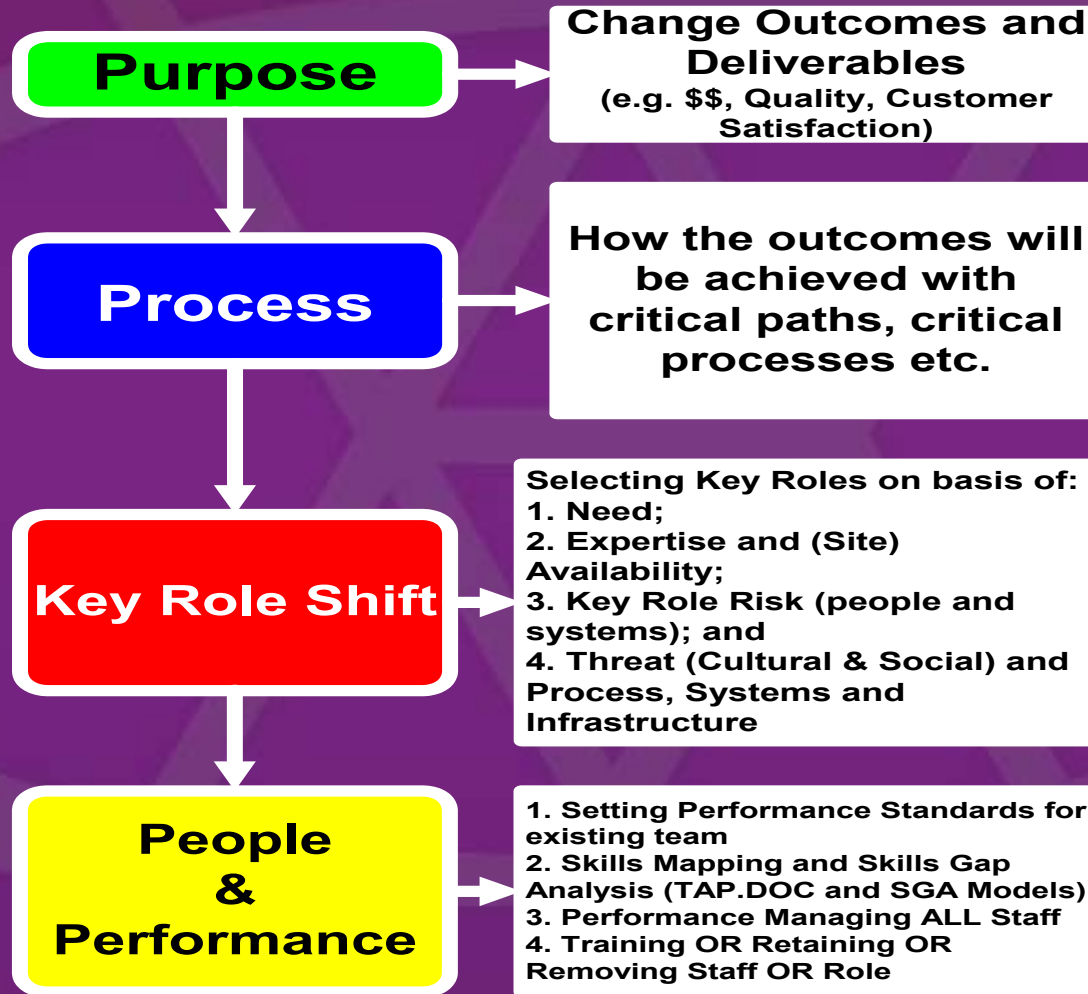
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There are two components to Structural Change Management:

- **PROCESS** i.e implementing the structural change process itself; and
- **KEY CAPABILITIES** i.e. the structural change implementation skills.



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The chart on the left outlines the Structural Change Process.



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**Having established the overall process,
the next step is to ensure the key
Capabilities are in place.**

**The next two slides deal with structural Change
CAPABILITIES.**



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The following is a summary of why structural change fails due to a lack of Key Capabilities.

LEADERSHIP – DIRECTION i.e. the change is not connected to the vision and values of teams AND ORGANISATIONS.

PROCESS – UNDERSTANDING i.e. expectations are not set and the change process map is unclear.

MANAGEMENT – CHANGE MANAGEMENT SKILLS i.e. People do not have the skills required to facilitate the change process with performance diligence.

HUMAN DIMENSION – HAPPINESS i.e. There is no management of the emotions which change triggers.

The above is a **HIERARCHY OF STRUCTURAL CHANGE NEEDS**

Failure to address these multilaterally can result in failure



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Here are the Structural Change Fixes for **KEY CAPABILITIES**.

LEADERSHIP

ESTABLISH A DIRECTION.

PROCESS

COMMUNICATE THE DIRECTION WITH KEY GOALS (i.e. critical process mapping and critical point mapping) plus “THREAT” MANAGEMENT.

MANAGEMENT

COMBINE PROCESS DILIGENCE WITH PERFORMANCE MANAGEMENT.

HUMAN DIMENSION

CREATE MEANING AND MANAGE HUMAN RESISTANCE.



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In summary

..... There are specific structural change management **PROCESS COMPETENCE & CAPABILITIES** that require an ability to achieve both Task and People outcomes. These attributes are an unusual combination, especially when contained within the one person. The key is to get that person.

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