

1. **KNOW YOUR OUTCOME**

It's surprising just how many of us are clear on what we don't want, clear that we want to make a change even, but not at all clear about what we do want and how we would know if we actually got it!

Having a clear vision with S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, Time bound) goals is absolutely a must for creating lasting change.

"The future does not get better by hope, it gets better by plan. And to plan for the future you need goals." Jim Rohn

2. **CREATE A COMPELLING NEED TO CHANGE**

It's been said that we will do anything to avoid pain but a lot less to seek pleasure. Interesting right? That said it makes sense that to get yourself or your team or organization to engage in and create change you need to stack the pain and paint a picture of the future that could be. Be clear on what it has cost, is costing and will cost in the future if there is no change. If the reasons are not compelling or only compelling for you then things won't change, if they do it just won't last.

"You get the best effort from others not by lighting a fire under them but by building a fire within them." Bob Nelson

3. **COMMUNICATE, COMMUNICATE, COMMUNICATE**

We often believe that if we explain something rationally to people once, they will understand and move forward, after all you have employed intelligent people in your organization, right? Wrong! Well not about the intelligence, about the communicating once piece. Advertisers suggest that we must hear/see something at least seven times before we even really relate to the message. Your organization is no different; they must keep hearing what needs to change, what's in it for them, what has to be done and importantly what 'wins' are there from the change effort as it progresses. There are so many ways to communicate with people these days and not all communication methods will be appropriate all the time. Create a communication plan for the 'life' of the change work. Be clear who the stakeholders are and the specific messages they need and finally identify the best way to deliver the message to get maximum buy in.

"The single biggest problem in communication is the illusion that it has taken place." ~ George Bernard Shaw

4. DECIDE WHAT YOU ARE WILLING TO DO

Deciding what you are willing to do to lead, support or make the change is important to get started. It sets boundaries for your business and your organization. You need to be clear on how they link back to the values or principles of your organization as anything less will create conflict and confusion. It's also important to have behavioural flexibility throughout the change work. Things will come up that were not expected so knowing your boundaries and your desired outcome will make the decision making process much easier and faster. It will also give you room to look for more options to get you there.

“Stay committed to your decisions, but stay flexible in your approach.” ~ Tom Robbins

5. EVERYTHING YOU DO MUST SUPPORT THE CHANGE YOU WANT

Your meetings, the reports you request, the work you have people do must be consistent with the change you want. You will need to ‘coach’ your key leaders about what's required and have them coach their teams.

Any change effort in any organization is as much about changing habits and behaviour as it is about structure or process. In fact I'd go so far as to say that not changing habits and behaviours is what gets in the way of fast and lasting change. The job of leadership is to enable the changes in structure, process etc. and to identify and demonstrate the new habits and behaviours required.

“Be the change you want to see in the world.” ~ Mahatma Gandhi

6. GET THE RIGHT TEAM TOGETHER

The team you put together to create the plan and deliver the change is critical. You need people who are comfortable and competent enough to take your vision and filling in the details, they need to represent the various parts of your organization impacted by change, they need to be respected by their peers and the rest of the organization as change agents. The team needs to be full of your best people, not the worst or the average.

“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.” ~ Theodore Roosevelt

7. LEAD BY EXAMPLE

Your actions will speak louder than anything you say. Your organization will be looking to you to see if you really believe the change is needed and possible to achieve. They will look to you for support and guidance, to be the change you want to see in them and the business. This means you need to step up at every opportunity to recognize success, communicate progress and even talk about what hasn't work and what you've learned. Not everything will go according to plan all the time; your organization needs to know that it's o.k. to fail as long as there are learning's so they can make that leap of faith.

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things,

because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new.” ~ Machiavelli, The Prince

8. BELIEVE IT WILL HAPPEN

What you believe determines your actions and your behaviours. If you don't believe in the change, the people making the changes, or the reasons for the change, it will be obvious to everyone. No matter how much you think you can hide it.

“Believe and act as if it were impossible to fail.” ~ Charles F Kettering

9. LET GO OF THE PAST

To move to a better more desired future you not only need a compelling reason to change you need to be prepared to let go of the past. This might seem like an odd tip, the truth of the matter though, is that we all cling to what is familiar and comfortable, the things that have gotten us where we are today. This is especially true when we are experiencing great change. When you let go of the past, the familiar, you free your mind to create the future.

“By letting it go it all gets done. The world is won by those who let it go. But when you try and try. The world is beyond the winning.” ~ Lao Tzu

10. MAKE IT STICK

Change can happen quickly and easily. Ensuring you have the right structure, systems, people and that your reward system matches the change you want you are well on your way to making it stick. What you really want to have stick, though, is not that single intervention but the process and desire for continuous improvement – Change. One of the biggest mistakes we can make is to assume that the cut over day for change means that it's done. It's just the beginning – review, test, adapt and start the process all over again because while you have been busy changing, your competition and your customers and consumers have too.

“Change is automatic. Progress is not. Progress is the result of conscious thought, decision and action.” Anthony Robbins

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