



Change Management: A smarter way forward

Following these five principles can make transitions your organization more successful.

- 1. Close the agility deficit.** Make your change change-ready. It does not begin. It does not end. It is not linear. It evolves. Fixate less on the tactics than the underlying reasons for the initiative.
- 2. Embrace the control conundrum.** Leaders need to know own their beliefs, the assumptions that lie behind them and how these differ from their employees'. Invest time up front exploring your own beliefs as leaders before engaging your employees.
- 3. Don't be so anti-social.** The long-term pay-off for the change has to be employees' personal interest in their work, their working environment and their colleagues. Otherwise your employees will soon go back to doing things the way they did before.
- 4. Don't let them think 'them and us'.**
As a leader understand that your motivations are not the same as your employees', and that among your people there will be many different expectations. Invest time in understanding how yours as leaders differ from that of your people. Most of the time 'difficult employees' are simply acting according to their own motivations. Understanding where these come from all allow you to position a change that affects them more successfully.
- 5. Changing the "org. chart" isn't changing the organization:** Never think that because you changed the organisational chart you finished the job. Think of the individuals and groups inside the organisation's well as how the organisation as a whole will adapt. Think of multiple formats, and channels to reinforce your plans – continually until your employees begin to remind you why the change was necessary.



About Tantalus change management expert Chris Winning



Christopher Winning
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Chris Winning is an expert in change communication in large organizations, helping to build the strategy, and working with diverse groups to roll it out to employees. He has worked with CCOs in 150 large companies and has experience in change management, reputation-building, project management, coaching and facilitating learning sessions.

Chris started in broadcast journalism where he covered events in Latin America for NBC News, based in Mexico and later in Europe and the Middle East for Sky News, based in London. Chris has an MBA from London Business School and an M.A. in Spanish and Russian from the University of Edinburgh.

Put the talented team of Tantalus management and communications consultants to work for you.

Our unique networked structure provides our clients access to the latest strategies from around the world and the ability to leverage experience in wide-ranging industries and markets.

Contact Chris for an introductory conversation. Email christopher@thetantalusgroup.com