

> **advance**  
BUSINESS GROWTH

# CHANGE MANAGEMENT

We bring clarity and direction to promote and sustain change in top FTSE 200 organisations



**Confederation of British Industry 'Doing more with less'** Excerpt: October 2009

“This year has been challenging both for government and for business... Nonetheless, it looks as though the worst of the recession may be behind us... Beyond the recession, the drivers of economic growth will almost certainly be different to the recent past, with consumer and government spending expected to be more constrained. So business investment... will need to make a much greater contribution to economic growth.”

### **Advance Business Growth**

We help you to achieve growth in four key areas:

- Strategy, Brand and Culture
- Work Winning
- Improving Delivery
- Engaging People

### **Doing more from less by being better with less**

Simply doing more is an assumption that businesses can actually achieve more without being better at what they do.

With less opportunity and greater competition, Advance Business Growth prepares your organisation for new market opportunities and challenges.

### **And you get?**

- Clear direction and improved leadership
- Greater certainty from a growing and higher quality pipeline and order book
- Profit growth by reducing waste
- The hearts and minds of your people and your customers

**Advance delivered a four fold improvement in profitability to a top FTSE 200 organisation through a sustainable change programme.**

# 70% of change programmes fail to deliver increased competitiveness or bottom line profit.

(Beer and Nohia, 2000; Button, 1998; Roberto and Levesque, 2005)

## What you get from working with Advance:

- 1 Greater certainty that your senior team is clear about the purpose and committed to the need for change
- 2 That the reason for change is compelling and meets the strategy for the business
- 3 A clear 'Route map' that signals the path we will be taking, that can be shared across the organisation. Milestones are clear opportunities to celebrate wins
- 4 A coordinated delivery programme of process, people development and communications
- 5 Uniting your people towards one goal, clearly signposted and engaging with them to take ownership for driving change

- 6 We believe that a successful change programme is like laughter, infectious, therefore people need to be motivated towards change. Creating the right climate is about identifying, developing and promoting appropriate behaviours
- 7 By transferring skills, we enable your people to sustain and drive further change

## What's your situation?

- Are your people suffering from initiative fatigue?
- Have your previous change programmes faltered or simply ground to a halt?
- Is the current climate driving you towards change but you are concerned about its impact on cost, people, time and performance?

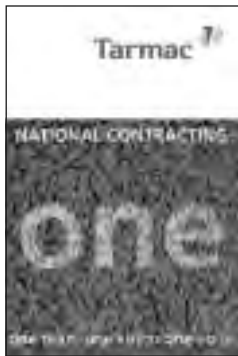
## Talk to Advance

# How valuable would a successful change programme be to you and what do you think is required to achieve and sustain it?

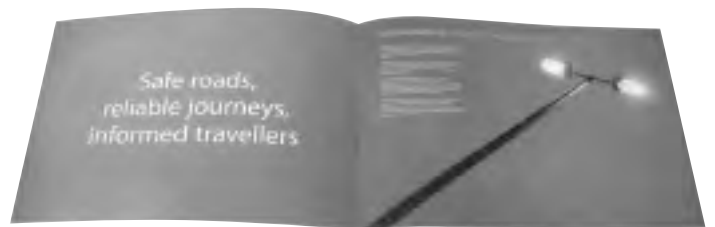
## Our customers tell us some of their problems:

- 1 Organisations fail to understand that change is a long term strategy that takes passion, energy and commitment to see it through
- 2 Leaders down and across the organisation are critical to making change happen.
  - Their behaviours must be consistent for people to believe change can happen
  - They must be seen to act proactively in support of their people and help them to make change happen
  - They must be prepared to clear paths and confer responsibility and authority to allow people to change
- 3 It's important to engage with employees and generate momentum.
- 4 Change is a mixture of many elements, all of which need nurture. Failure to recognise or maintain one element can lead to a delay in the change process or stagnation
- 5 Communicate, communicate, communicate – if you don't the grapevine will fill in the missing pieces and it will generally be negative
- 6 Celebrate success. Make sure early wins are recognised and well communicated. Informal as well as formal recognition will be a vital skill for all managers
- 7 Make sure people have the right skills and not just task but behaviours as well. When allocating tasks, support people as appropriate to their knowledge and experience, don't leave them to fail
- 8 Whilst change is continuous, recognise moving from phase to phase by redeveloping and updating the 'Route map'. This allows people to know they have succeeded and prepare for the next step.

## Talk to Advance



01



02

**TARMAC 01**

The challenge was to integrate seven regional units into a single cohesive business, including people, processes and regional cultures. With a significant number of initiatives already in place, the change programme had to be focussed, with a clear Route map and timescale for achievement. It also needed to be inclusive, engaging people to take control and deliver more change. The

changed 'one' organisation was then perfectly placed to take advantage of market opportunities, secure new business and sustain new growth, based on its now national capability.

**HIGHWAYS AGENCY 02**

Existing procurement processes for pre qualification were expensive and time consuming. The challenge was to change not only the procurement strategy but the whole approach of the main contractor supply chain with the focus on 'eligibility'. Initially we worked with the Highways Agency team to develop the Capability Assessment Toolkit (C.A.T.) and held consultation events with

the industry. We trained and managed C.A.T. 'change' Practitioners to work with the supply chain, evaluating their performance and creating development plans, which led to a significant improvement in supply chain capability this provided the Highways Agency with a more cost effective and transparent evaluation criteria.

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We work with shareholders, directors and operational leaders, at an organisational, team and individual level to bring clarity, direction and focussed programmes for change management.

**Talk to us about how we can help you to make the change stick and deliver the intended benefits.**

**“What Advance do, is enable us to be more effective, by looking at things differently”**

**Engineering company**