

# Accelerating Change

Amplifying your organisation's emerging capacity for change

## Overview

If, as the cliché has it, 'change is constant', you'd better have the kind of organisation that can respond quickly, innovate, and flex to changes on an ongoing basis.

The prevailing model is one of the 'change programme' - in which top management's task is to identify and pull the right levers to ensure that everyone else accepts and enacts their plan with minimum resistance and at maximum speed – hopefully 'winning hearts and minds' along the way. At Impact we think this notion of planned change and a mechanistic view of organisations has had its day. In the real world the social, economic and political forces in play are far too complex. The evidence is there, year after year, that such change initiatives rarely, if ever, meet expectations.

We believe that far from being passive and obedient machines, organisations are complex, unpredictable and constantly changing organisms living in an even more complex and rapidly changing world. The power of senior management to control and shape the behaviour of people in their organisations is easily overestimated. Senior managers may have some special forms of control, for example internal structures and procedures, but even the influence of the most charismatic and energetic of leaders tends to be diluted in the barrage of communication we are all involved in on a day-to-day basis.

## Impact's approach

Impact's contention is that change is an unpredictable product of many people's ongoing interactions and collective will. Change is constantly emerging from a complex web of interdependent relationships and dialogue. What drives or inhibits effective change is the quality of dialogue taking place between people (and groups of people) inside and across the boundaries of the organisation. Structures, tools, policies and processes all play an important role, but in the end organisational change is the sum of personal change enacted by individuals throughout the organisation.

This doesn't mean that senior managers don't need to have a vision, a strategy or change plan. It simply means focussing on skills that harness the knowledge, energy and activity that are naturally occurring, rather than trying to wrestle the organisation into submission. This requires them to:

- be a part of the change process, doing change with, rather than to, others.
- work with, rather than against, resistance and negative emotions.
- lead continuity, where it is needed, as well as lead change.

## Business benefits

- Engages everyone in working out how to turn the organisation's intentions into reality.
- Allows organisational change to occur without an expensive, time-consuming and frequently demoralising 'change initiative'.
- Ensures that drive to change becomes 'in-built' throughout the organisation.
- Allows information about the organisation to flow to the right people and be acted upon.

*Continued overleaf*



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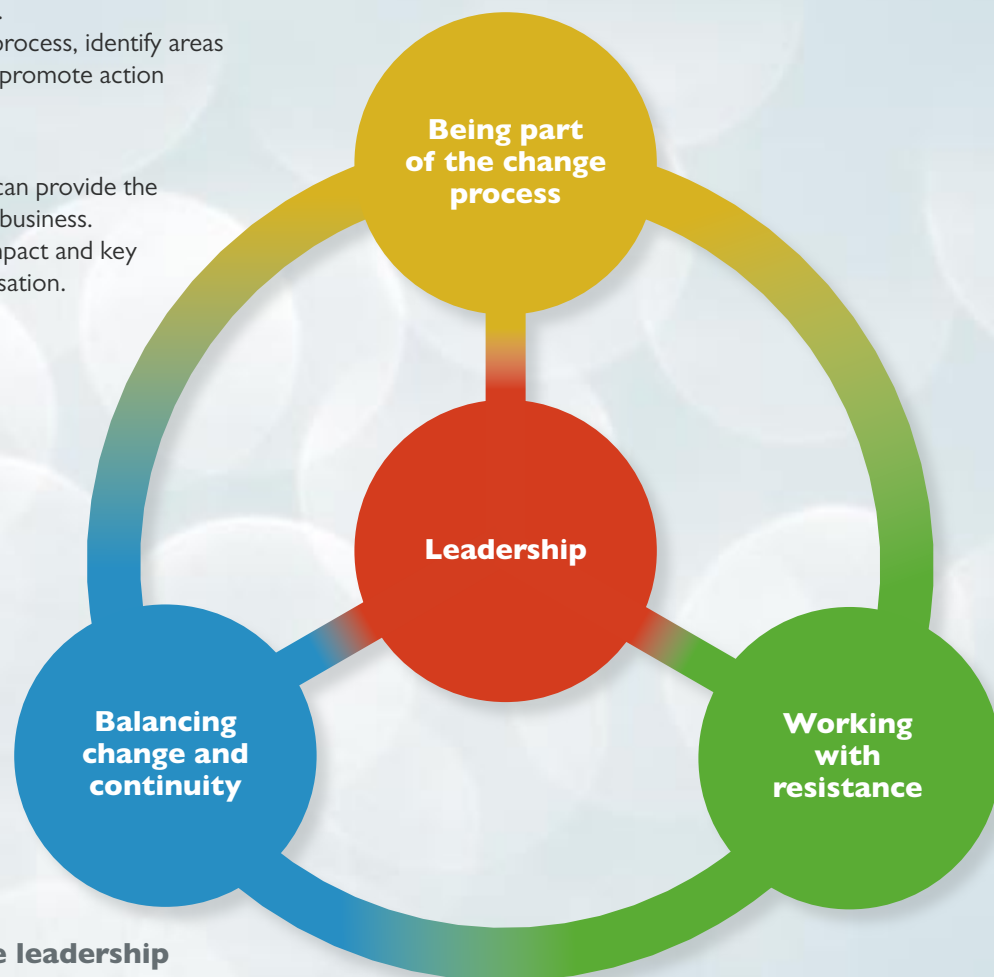
## How we work with you

Impact accelerates change by embedding skills and relationships that will amplify your organisation's existing capacity for change. We can do this at any point in the change process. Our interventions model our approach to change through dialogue, engagement and involvement to win commitment. For example we can:

- rapidly engage a broad range of stakeholders to enhance understanding and acceptance of the drivers for change at all levels.
- accelerate the enactment of vision and values by making the development of them a more interactive and inclusive process.
- give managers at all levels insight into how to manage complex and emergent change processes and model the leadership required.
- promote locally driven action to implement the vision and strategy.
- provide managers with practical tools to engage others in implementing change.
- help stakeholders to evaluate process, identify areas still needing improvement and promote action to address these areas.

## Next steps

- Talk to Impact about how we can provide the right options for you and your business.
- Arrange a meeting between Impact and key decision makers in your organisation.



**Impact model for change leadership**