



Change Leadership V Change Management

Jargon what's the difference

Change Leadership is the ability of the executive to engage, communicate and lead their people through change in such a way that their people understand and feel motivated to be involved; grow change capability within the organisation; and monitor benefits realisation.

Change management is the process of managing a business change in a structured way to meet public-sector commitments and realise the desired outcomes and benefits. Develop a change landscape of the organisation future; agree and prioritise change initiatives; and plan, forecast and assign resources to deliver change initiatives on time and within budget

Executives with Strong Change Management skills ...

- Create an organisation change/project landscape ensuring that it delivers the strategic intent of the organisation and any commitment made to the New Zealand public or Ministers.
- Make conscious decisions about what change initiatives will be delivered and when, respecting change initiative interdependencies so they are complimentary and deliver the long-term goals of the organisation in a logical co-ordinated way.
- Understand the wider change landscape and the degree of impact a particular change will have on an area of the organisation to avoid change overload.
- Enable lower tiers of management to deliver initiatives by supporting good change management practice and methodologies.
- Focuses on growing change capability to it become part of business as usual.
- Enables the delivery of change initiatives through the appropriate allocation of funds, resources.
- Monitors change initiative through good governance practices and reporting and evaluation frameworks.

Creation of a change landscape

An example of a change landscape design is two one-page summaries of all change initiatives and where they land across the organisation on a timeline.

1. The first page is a timeline capturing all proposed initiatives in swim lanes linked to the organisations strategic goals. For example, if there are five strategic goals identified in the statement of intent then there would five swim lanes on the landscape. If the statement of intent is for five years you may have a five-year landscape.

The objective is to ensure that there is sufficient activity assigned to each of the strategic goals to ensure they are delivered on time.

Creating the change landscape will ensure dependencies and priorities are identified and the making the whole picture available to the executive so they can make informed decisions.

A multi-year landscape can be broken down into annual landscapes for governance and reporting purposes.

2. The second layer is all the initiative in swim lanes linked to areas of the business.

The objective is to ensure the business can sustain the degree of change that is being proposed and that the change is spread to a level that is manageable by the business. This is applicable for both the multi-year and annual landscapes.

The aim of this section is to discuss change governance, reporting, and change resource forecasting to ensure they are fit for the needs of your organisation

The governance and reporting of change initiatives should be at a level that reflects the size and complexity of your change landscape. If your organisation is undergoing transformation executive oversight governance and reporting will be required.

The governance should critique both the change landscape progress against plan and the quality of the program and change management support provided. This is to ensure the organisation is being supported at a level that will enable the successful delivery of strategic programs.

Forecasting for change resources to assist with delivering change initiatives can be tricky as the current market for change resource is tight. Change resource forecasting and planning should be an item reflected on when governance critiques the change landscape.

The executive governs the change landscape as part of standard operating procedures. The focus is on enabling the delivery of strategic change initiatives. progress against plan can included within the current governance framework with the addition of focus on the quality and appropriateness of change management resource levels.