



## CHANGE LEADERSHIP RESOURCES

### WHEN TO BUY AND WHEN TO GROW YOUR OWN

Providing formal training is a great way to lay a base foundation for change leadership capability. *Having said this any training should be set at a level that is relevant for the individuals role.* There is no point in an individual undertaking expensive specialist in-depth change management training if this is not the core element of the individual's role going forward. The training and competency level of change capability should be relevant and role specific. Let's discuss that in more detail.

If an individual is leading a transformation program and is fully engaged for an extended period of time as a specialist change manager then specialised change management training such as CMI or PROSCI may be appropriate. Transformation means major change therefore a high degree of expertise in change will be required to deliver the benefits.

However, if the individual is the recipient of a transformation output, or is engaged with a simple business change, then less change expertise is required to lead and embed change. In this case the EMBED Change toolbox and learning modules will give people managers a solid grounding in how to take the output from transformation, or simple business change and embed it into the organisation. Having the capability to manage change well and lead a team through change is good business practice.

To further help explain the different training needs for different roles in the organisation consider this analogy. If you own a 5-star restaurant you probably would want a MasterChef running the kitchen. However, for the kitchen to operate at its best the MasterChef cannot do this by themselves, they will need a sous chef or pastry chef for example, to undertake work specific to those areas of the kitchen. These chefs are not as highly trained as the MasterChef as this is not required for their role in the kitchen. This is the same with change management. If you are an organisation undergoing a transformation or large strategic program of work, then a large consulting firm or contractor trained by CMI or PROSCI might be appropriate to lead the change management aspect of the work. However, they need support from the business to embed the transformation or strategic program output. This is where a business manager or people leader needs to have the capability to lead their team through change. Specialised change management training is not appropriate, EMBED Change will provide the right training and tools at the right level to build capability so the transformation or strategic program can be embedded and sustained locally.

There is no hard and fast rule for assessing the amount of change support required for an initiative, however there are a few factors that can help guide you. Once the impact assessment has been completed and you have an understanding of the extent of the change, use this information to inform your resource level decision. The key elements include; the number of employees impacted; the number of business units impacted; the complexity of the process, service or IT change and; the time

frame for delivery. The higher the number of employees or business units impacted the higher the change support required. The lower the complexity and the longer the time frame to deliver the lower the initial change support required. Take time to really understand what the impact assessment is telling you. Following are a few ideas that will also help guide your resource decision.

If the scope of the change initiative is contained to a new service or process, one way to assess the change support required is to estimate how long it will take employees to learn the new way of working or system/process. For example, if the change takes less than half a day training and only impacts one team or business unit, then this could be considered a simple process or service change, so change support would be low, say .25 of a FTEU for the life of the project. If it takes less than 3 days to learn the new system, and the change impacts more than one business unit, it could be considered a medium process change and change support could be .5 of a FTEU or more for the duration of the project. If it takes longer than 3 days to learn a new service or system and multiple groups are impacted then depending on the level of impact this could be considered a complex change initiative and a fulltime change resource or more would be required.

Another way to assess the level of change resource required is to base it on a percentage of the financial budget of the initiative. If you know from your impact assessment that the employee impact is low for the change initiatives, it could warrant as low as 5% of the project budget. Whereas for projects with a high degree of employee and process change, you could extend up to 20%.

A third guide to assess the level of resource required is to review the timeframe for the change. If it is greater than 9 months then the change activities could be spread across time. If the change is to be delivered within 6 months then more change resource would be required and finally if the change is to be delivered within 3 months then a high degree of change resource may be required but keep it relative to the complexity of the change initiative. This is a simple balance of time v resource. Less time more resource and vice versa.

In summary, chose the type of change management support you need based on the role the person is engaged to deliver. If they are leading a large transformation business change then they would benefit from professional change management training. If they are within the business and need to lead their team through a change, they need implementation focused business change capability such as provided by Women Leading Business Change and EMBED Change. These resources support the embedding of the change into the business and grow the internal capability to embed change more successfully..