



Spotlight on : *Achieving Sustainable Change*

Changing behaviours = changing performance

To bring about radical improvements in how teams operate, you need to focus equally on what they are doing and how they are doing it. Focusing purely on behavior, without linking it to business process and performance leads to poorly focused development. Focusing on processes and systems without considering behaviours leads to unsustainable or poorly realized improvements. Real and sustainable change requires BOTH areas to be encompassed in the transformation efforts.

“People don't change their behaviour unless it makes a difference for them to do so.”

The Process

Engaging Leadership

Coaching and engagement is essential to sustainable change. In working with us, Leaders find, often for the first time that they are able to have a frank and timely exchange of views about their leadership style and the interventions in a safe and confidential environment. It is only by having the space and opportunity to do this, that leaders can learn how to set the right tone and follow that through in their own behaviour, to maximize impact with their team.

Developing a team identity and goal

Bringing the team together to explore how they work together and how that can be improved is a powerful exercise in galvanizing efforts and overcoming resistance. A key output is a ‘team charter’ that articulates the goals (performance results), in-year milestones, dependencies and how individual roles will contribute to the achievement of those goals. A behavioural contract is a key component of the charter, so that everyone understands that both the ‘what’ and the ‘how’ of team delivery is important.

Defining Individual Roles

After defining the team charter, individuals then develop their own team role. It is defined in terms of contribution to team results, but also behaviours and team expectations of each other. The leader, with support, holds timely and direct conversations with each individual on how they are performing and how this could be even better. This is then reinforced throughout the year. If we look at John Adair’s leadership model, we see that effective performance is when there is alignment between the needs of the individual, the task and the team and it is an important consideration when coaching for behavioural change.



Defining Processes & creating service standards

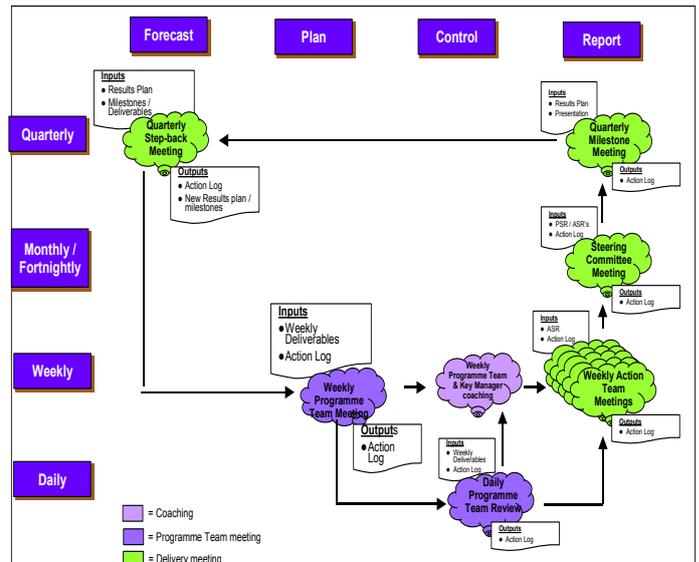
Part of the challenge for teams is how to get a shared picture of the end-to-end process, the hand-offs and where performance might be compromised.

A series of workshops involving the team, their colleagues in other teams and a number of senior clients, helps to build a picture of what happens now and how it could be improved. This is very much a hands-on approach with everyone getting involved. That way everyone not only understands the process, but owns the final result.

Creating a performance management framework

One of the big reinforcing tools to embed and then maintain new behaviours is a visual performance management framework.

A new data gathering tool is often developed (if current systems are not in place) reflecting the new processes and Service Level Agreements (SLAs) that have been put in place. The team are engaged; not only in the data gathering, but also in understanding and responding to the data as it is reported. Each week their visual dashboard is updated, and their monthly meetings include a review of their overall performance. Team conversations often become lively and involve everyone as the whole team understand what they are trying to achieve and their role within that.



Management Control & Reporting System (MCRS) help to bring about changes in how the team operate

Maintaining momentum

It is important, once the changes have been realised to maintain them. Leaders play an important role here in ensuring that weekly and monthly team meetings are given the priority that they deserve and that data is regularly reviewed. Leaders response will be scrutinized even more so by their teams, so they must lead in setting standards, in holding team members to account and in placing performance at the heart of everything that the team does. Praising good performance is just as important as highlighting and questioning poor performance.

Who we are

Agents2Change has an unblemished track record in delivering significant improvements in key business results: profit; production; reliability; safety; to large scale process industries. Typical client engagements focus on delivering targeted changes to processes, systems and the behaviours of the operators and leaders. Our team of highly experienced consultants have the knowledge and skills to help you tackle the most daunting of behavioural change agendas informatively and effectively.

“Business Change is our Business” Transforming Performance since 2006

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