

Better Change in a challenging economy

Now more than ever, the best and fastest return possible is needed on investments. We may debate how long the global economic problems will last and how serious they will be, but one thing is clear: major transformation is underway. The business world is changing and even those who are currently successful will need to evolve quickly to survive.

Everyone is working harder and there is less room for failure. Yet there is opportunity too; opportunity to be realised by fully engaging your workforce and business partners in making change work in the areas where it will have the biggest impact. IBM's Better Change services aim to build on the insights of our clients and our own consulting teams. Focusing on the 'what and how', we can help you make the right changes to achieve lasting success.

The change gap has tripled

With many initiatives underway, change in an organisation can feel chaotic. Most leadership teams are constantly juggling activities to work with, not against, each other. Our recent studies in the UK show that, for many CEOs and change leaders, the 'change gap' has tripled to 30% over the last few years. In other words, their confidence in the ability of their organisations to handle change successfully falls well behind the extent of change they see is needed. Often, they struggle to realise the business value they expect. The

change does not 'stick' and stress and confusion are felt throughout the company, from the Boardroom to the frontline. This does not have to be the case! Our Making Change Work Study found that project success rates of twice the average (80%) can be achieved by those who focus on four particular facets of change management (see box overleaf).

Better Change in essence

The reduction of risk and improved investment return driven by a practical and integrated change management approach can be dramatic. Better Change demands excellent programme management, timely decision-making and visible leadership. The business operating model you need has to be translated into practical organisation designs and a whole range of changes, including the development of agile processes and systems.

New business models are demanding flexibility, and real change depends on transforming attitudes throughout the organisation and its business partners. Above all, people change business! Lasting payback on investments can be achieved by introducing new ways of working, new behaviours, new skills and new knowledge, where these will make the most difference. Better communication and improved collaboration, using new enabling tools, are other keys to better change and can help you to unlock the energy of your workforce and other stakeholders.

“IBM can be credited with providing support and skills transfer to DVLA’s Business Integration Managers. From being uncertain how to manage change they became self-sufficient change managers able to advise and support the business ‘hands-on’ to get them ready to accept change and own the benefits.”

Victoria Ford
Head of Business Change Management, Driver and Vehicle Licensing Agency



Helping you deliver Better Change

We have helped our clients drive business value through some of the most challenging and successful change programmes in the world. They know that we listen carefully to them to understand and assist their particular situation.

We would be delighted to discuss how we can help you create a lasting change capability to deliver the outcomes you seek, making full use of the learning and creativity amongst your own teams. You could choose to start with a joint assessment of your organisation's particular opportunities and challenges. We could then support you with tailored, yet proven and cost-effective Better Change services to help you make change work.

For more information on IBM's Better Change services please contact:

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IBM's Making Change Work Study

Our recent study, through interviews with more than 1,500 change leaders from organisations around the world, found that the main challenges in implementing change are: changing mindsets and attitudes (58%), corporate culture (49%), and underestimating complexity (35%).

The study revealed that most change projects fall short of their objectives (nearly 60%) but that some change leaders (the 'Change Masters') achieve success 80% of the time. We found a significant correlation between project success and four facets of change management, used in combination:

Real Insights, Real Actions: Early and full understanding of the challenges and complexities followed by effective action to address them

Solid Methods, Solid Benefits: Adopting a systematic approach to change management that is closely aligned with formal project management

Better Skills, Better Change: Making best use of resources by demonstrating the backing of top management, assigning dedicated change managers, and empowering employees

Right Investment, Right Impact: Allocating investment for change management by understanding where it can offer the best return.

“Outperformers actually anticipate more change. And they are simply more successful at managing change.”

The Global CEO Study 2008



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