



Your Approach to **Change needs to Change**

AN AVALON PERSPECTIVE

Mr. Kabir's forehead throbbed with pain while exiting the conference room at the end of the marathon meeting with his Business Heads. The plan to implement the salesforce optimisation software across the **3,000+ workforce** had hit major roadblocks - with Sales Managers covertly opposing its adoption. He reached his cabin titled **"CEO – Green Ocean Group"** and decided to spend some time mulling over this stumbling block. Even after a period of 6 months, the proposed changes had not borne fruit.

The oft-quoted adage that **"The only constant in life is change"** was something he had internalized in his previous organization. Markets, customers, and technology constantly keep evolving and organizations must adapt to stay competitive. Being the CEO and tasked to drive critical organisational change, it was now clear to him that change will not happen organically even if it has obvious benefits. Disruption of the status-quo can cause turmoil and the people involved can feel uncertain of their place in the new scheme of things.

During the recently concluded meeting, the Head of Strategic Initiatives had shared her past experience with comparable change efforts. Her previous company had implemented a new AI based Learning Management System. She offered the perspective that change can come in various forms and types, and that there are layers of complexity which could pose multiple challenges. This made Mr. Kabir realize that defining the kind of change at the outset will be critical to devising a well-rounded change strategy.

However, there was still something missing. **"People are integral to the success of any change management initiative"** – the Director of Human Resources kept reminding the CEO. He had highlighted in the last meeting that executing successful change is dependent on how organizations are structured. Studies showed that 70% of organizations struggled to successfully execute change. The absence of the right organizational design and appropriate culture were key contributing factors.

Mr. Kabir knew that there are many mature change management frameworks available in management literature. However, the real challenge lies in choosing the right change management strategy. The Finance team had been flagging concerns about how the poor implementation of this project escalated costs by 15% instead of achieving the targeted savings.

This setback forced the CEO to pursue a comprehensive diagnosis to better understand what went wrong with the implementation and provide clear future direction to the group and its subsidiaries.



(Exhibit 1)
Unravelling the Forces of Change: External, Internal and Individual forces

Drivers of Change

External forces

Forces originating outside the organization that impact its operations. These forces are beyond the organization's control & may include factors like:

- Political
- Economic
- Social
- Technological
- Environmental



Internal Forces

Changes that arise within the organization itself. These forces can be driven by:

- shifts in leadership
- organizational culture
- employee behavior
- structural changes

Individual Forces

Changes that arise from the personal motivations & characteristics of employees within the organization. These forces can stem from:

- individual aspirations
- career development
- job satisfaction
- personal life events

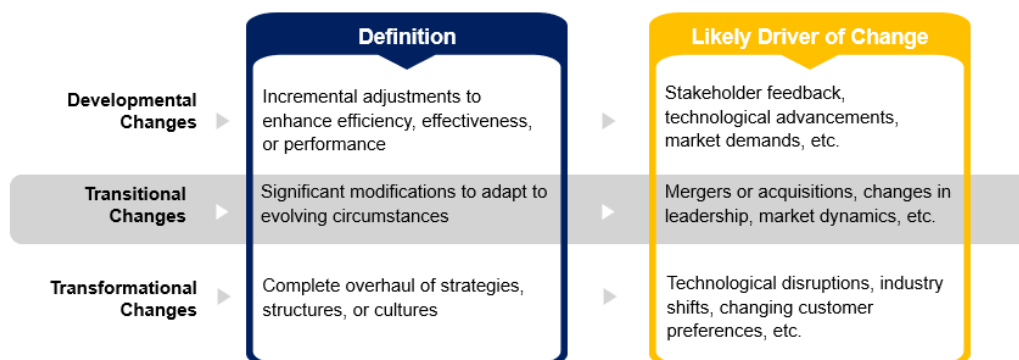
Mr. Kabir brought together his core team of C-Suite executives to brainstorm and to develop a way forward.

At the outset, the key drivers of changes were identified and classified as External, Internal, and Individual (Exhibit 1).

Change could also be categorised into Developmental, Transitional & Transformational based on the extent of change required of the organisation (Exhibit 2).

(Exhibit 2)
Classify change into 3 categories: Developmental, Transitional and Transformational

Change categories



they changed their minds, when they came across a study by the American Productivity & Quality Center (APQC) tabled by the Strategy Head in one of the “brainstorming” meetings. According to the study, covering about 1,000 companies, organizations that use a structured change management approach are far more likely to succeed. Finally, utilizing the collective experience of the senior team, the core focus areas for different categories of change were established (Exhibit 3).

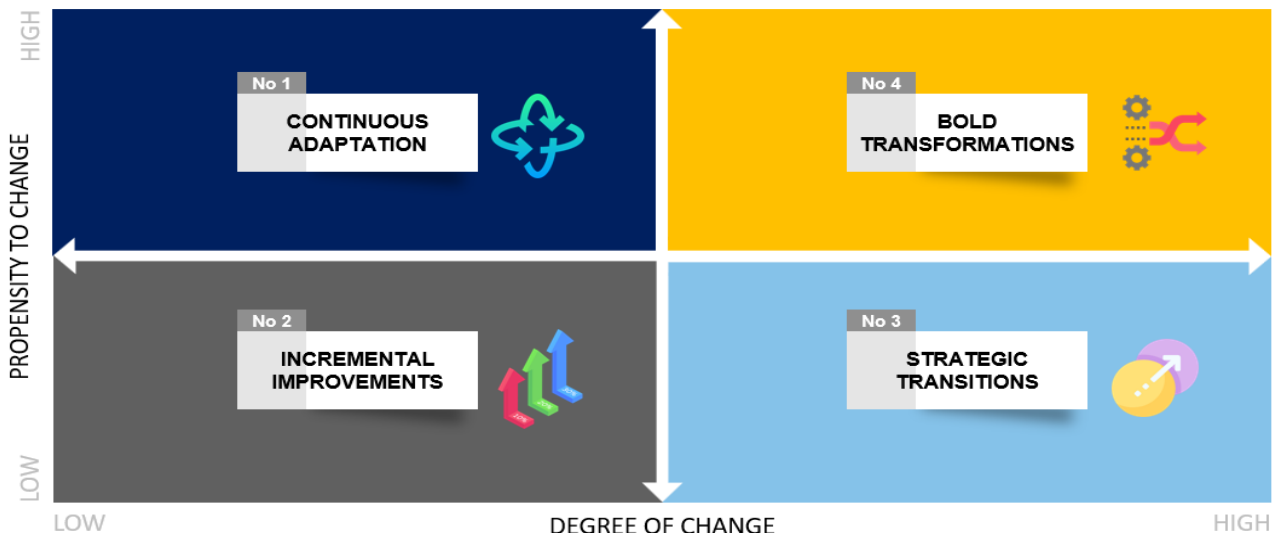
(Exhibit 3)
Core focus area for the Change Categories



At this point, the final milestone of the change journey was to develop the change strategy. But as the leader of a group of diverse companies, Mr. Kabir had to tackle the complexity that (a) Not all the group companies have the same structure & culture and (b) Not all group companies face the same degree of change. Hence, he guided the team to design a framework (Exhibit 4 & 5) that balances an organization’s propensity to change with the degree of change being proposed.

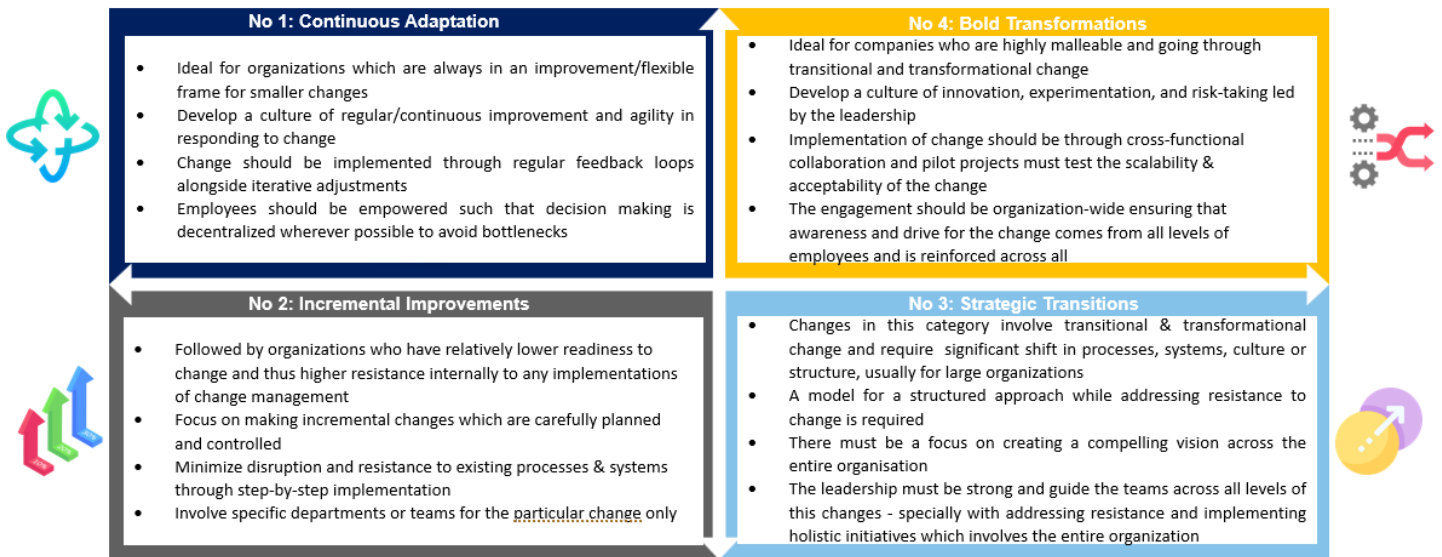
(Exhibit 4)
Avalon Change Strategy Matrix

Change Strategy Matrix



(Exhibit 5)
Key Activities under each quadrant

Key focus areas



After developing the framework (*Exhibit 4 & 5*), the team was able to easily decide on the appropriate change management strategy to be adopted by different group companies.

Mr. Kabir knew that the long and arduous journey with his senior executives had resulted in a comprehensive framework which could help the group in the future as well.

After a period of 6 months, at the next annual board meeting, the CEO and his team received commendations from the Board of Directors for their achievements. A very senior independent director, who was on the board of many large companies, commented that the *Avalon Change Strategy Matrix (Exhibit 4 & 5)* can be effective for all organizations who are about to undertake a new change journey.

“ **Mr. Kabir received the recognition gratefully on behalf of his team.**

He knew in his heart that not all the credit belonged to the change strategy matrix.

The most important ingredient of change success was his TEAM. ”



Our Values - The Avalon EDGE

E

ENTREPRENEURSHIP

Enterprising ownership to transform ideas into pragmatic and profitable solutions

D

DEDICATION TO EXCELLENCE

Commitment to premier quality and highest standards in everything we do

G

GREAT VALUE CREATION

Focus on delivering maximum client impact through innovation and collaboration

E

ETHICAL APPROACH

Respect, fairness, and transparency in all our interactions

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