
Principle

Purpose

Power

Second Edition

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Production and Administrative Staff

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Foreword

Dear Reader,

Welcome to this practical step-by-step guide for leaders and managers wanting to drive cultural transformation. Used well, the suggestions in this handbook will help you create teams with clear principles, a united purpose and a sense of empowerment that will drive the change your organisation so desperately wants and needs to achieve its corporate objectives.

Let's face it, in today's society, all of us are constantly facing change, in both our work and personal lives. The way we respond to and manage change impacts not only our happiness but also our careers and long-term prosperity.

As a manager, you will have encountered considerable change over the past few years. These changes have developed and evolved your organisation into the business it is today but there is still more work to be done.

As many of you know from first hand experience, irrespective of your role or the initiatives you have sought to introduce, implementing change in any organisation can be extremely difficult.

According to research conducted by the Australian Graduate School of Management within the University of New South Wales, of the 243 organisations they studied for their book *Change Power*, 67 percent said new initiatives had gone wrong and that 92 percent of managers had

overestimated the organisation's ability to successfully implement change. This is because change, if not properly managed, will be met with serious antagonism, complacency, and other blocking actions.

If these problems are to be overcome, an organisation-wide and unified approach to managing change is vital. This handbook is a how-to guide to help you become a better, more effective manager who can keep your people engaged in a constantly evolving environment.

I hope you find this handbook useful. I look forward to your comments and feedback over the coming months and wish you well with the initiatives you are introducing.

Yours sincerely,

Peter Burow
September 2006

Dedication

This book is dedicated to all the leaders and teams that have had the courage to undertake this process.

Introduction

Welcome to the Principle, Purpose, Power Handbook. This handbook is designed to provide managers of all backgrounds and experience with an easy-to-follow process for effectively managing change, irrespective of the specific area in which you work or the size of your team.

Based on years of academic and practical research, this Handbook seeks to explain how your projects can be introduced in a way that ensures maximum employee engagement as well as the delivery of tangible, measurable results within an acceptable timeframe.

➤ TIP

How to Use This Handbook

There are a number of ways in which you can use this Handbook. The one you choose will depend on how you prefer to read and absorb information.

- Read it cover to cover
- Use it as a reference tool with practical examples
- Read the chapters relevant to you

In preparing this Handbook, we have worked hard to ensure that each chapter provides valuable and relevant information that managers can use in their everyday roles. At the end of each chapter we have included a checklist that outlines each of the steps you need to take before you move on to the next phase.

How to Use This Handbook to Best Effect

How you choose to use this handbook will depend on how you prefer to read and absorb information. For those of you with a more academic or study based background, you may prefer to read the Handbook from cover to cover before focussing on the chapters that deal specifically with the action you need to take to complete each phase in the process.

Alternatively, for those who prefer to review practical examples of how the process works, you may wish to focus on Chapters One to Six, which clearly explains the process of employee engagement in detail.

In preparing this Handbook, we have worked hard to ensure that each chapter provides valuable and relevant information that managers can use in their everyday roles.

At the end of each chapter we have included a checklist that includes each of the steps you need to take. These checklists will not only allow you to keep your process on track but will also enable you and your team to measure the progress you are making and the results you are delivering.

It is vital that you work through each of the checklists before moving on to the next chapter. To help answer any questions or queries you may encounter along the way, we have also included some Frequently Asked Questions

(FAQ's) in Chapter Seven. If you find you or your team are encountering difficulties in completing any of the six phases, please refer to these FAQ's for more help.

Background to This Handbook

Over the years, there have been many books written on the subject of effective change management. Each has contributed to and helped evolve the change management process not just in Australia but around the globe. In preparing this Handbook, I have drawn information from a variety of these sources including academics, detailed research and the experience of managers from other Australian organisations.

More specifically, I have included information from the extensive research undertaken by John P Kotter from the Harvard Business School in the US. In his highly successful book “*Leading Change*” he explains how many US companies have encountered major challenges including complacency and, what he describes as “underpowered coalitions”, which have undermined and derailed change of every kind.

In ensuring the practical ideas in this book are relevant here in Australia, I have drawn not only on my own experience, but also on the work of two other Australian authors, Dennis Turner and Michael Crawford, who have conducted similar research across a total of 243 Australian organisations.

My professional experience in this area has been as an implementer of change in Sydney, Perth and Brisbane with organisations as large as GIO, the Rail Infrastructure Corporation and the Forest Products Commission and as small

as 10-person service firms and retail outlets. In this capacity I have worked with Boards, Executive Team, HR teams, line managers, unions and literally thousands of employees to execute significant change in a way that is meaningful, practical and rewarding.

This Handbook has been written to capture the experience of all these authors and translate it into a simple step-by-step guide that converts insight into practical action.

Why Read This Handbook?

Change in any organisation is difficult. As human beings we generally do not respond well to change and can react negatively and even aggressively to changes we don't understand and therefore don't want.

As an organisation you may be committed to constantly evolving and developing the services you provide but the only way you can do this is through constant customer-focused change.

I have developed this Handbook to help you implement change in the specific areas in which you work. This Handbook explains in detail the best way to ensure everyone involved in your project embraces the change. It is designed to help you put this process into action, simply and effectively.

More than just a theory-based approach, the aim of this Handbook is to help you and your teams understand and embrace effective change management and employee engagement in a practical and grounded way.

It also gives you a simple guide to each of the phases of change, highlighting along the way the various tasks you need to complete so you can successfully deliver sustainable improvements to your organisation.

The Benefits This Handbook Will Deliver

The aim of this Handbook is to:

- Ensure you succeed when introducing and implementing projects by providing you with a process that is based on a well researched, proven methodology that has been successfully actioned in other organisations throughout Australia and around the world.
- Identify each task that has to be completed before you and your team can move onto the next phase of the engagement process. This approach ensures you and your team know where more work has to be done and what comes next in the change management process.
- Make it easier to implement your project by providing a well defined, practical, powerful but simple framework for effectively managing change. We have also included additional information for those managers who may find themselves in unfamiliar territory when considering change management and want some background reading.

By taking the time to read, embrace and implement this process, you can look forward to:

- The satisfaction of introducing change or a specific project that works and delivers results, not only in the short term but also into the future. You will leave a legacy.
 - Increased recognition of your work. Being able to successfully introduce a project or some form of lasting change within an organisation is the mark of a good manager.
 - Contributing to and helping establish an organisation-wide and unified approach to managing change within your organisation.
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