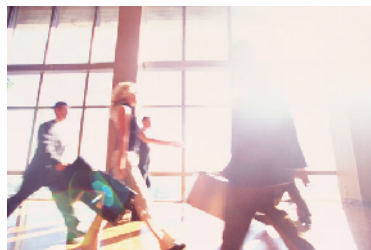


Culture and Behaviour Change

Change isn't easy and over the years we have all seen many culture change programmes fail to deliver the promised benefits, often despite massive investment. Any change programme, whether introducing new systems, reducing costs or changing the entire strategic direction, depends on people behaving in new ways from day to day. Yet how many organisations focus their attention and investment on structures, processes and technology, and only think about people and culture as an afterthought, often when things aren't working to plan?

Getting people to change their behaviour, is the hardest change of all, unless it is handled in the right way. At best, people change temporarily then go back to the status quo. At worst we have seen people digging their heels in, leaving the business or even sabotaging change programmes because not enough has been done to win their buy-in and enable them to change.



Over the years, we have developed a series of powerful techniques for helping organisations transform people's behaviour and produce lasting culture change. As psychologists, we focus not only on developing behaviours and skills but also on changing beliefs and creating the motivation

and buy-in for change. The techniques described here can be offered individually. However, if your organisation is undergoing significant change we can advise on the best combination to meet your objectives.

Identifying Potential Cultural Barriers to Change

Ideally, at the start of a change process (or later, when problems have arisen), we identify potential cultural barriers to successful implementation of the desired change. We then profile the new behaviours and beliefs needed, in the language of the client's business, and agree a plan for bringing about the required change.

Supporting Culture Change

Real organisational change requires patience, dogged determination and perseverance. Change leaders who usually have a demanding 'day job', can become frustrated or disheartened by the scale of the task or the speed of progress. We help them to maintain momentum, stay focused on priorities, vent their frustrations and recognise successes. We also support change leaders in evaluating the impact of the change process, in two ways. First, we can plan and implement formal evaluation. And secondly, by building up trust across the organisation, we act as a barometer for how the change process is being received, flagging up issues to be addressed and advising on the best way to communicate the change process.

Internet-enabled 360° Feedback Process

We provide an internet-enabled 360° feedback process based around the culture changes you want to achieve. It provides participants with a detailed and anonymous view of their current behaviour, from a variety of sources (boss, direct reports, peers, external contacts). We meet every participant for an in-depth discussion of the results, leading to an individual 'Action Plan for Change' as required to deliver the organisational change.

Coaching for Change, including In-Depth Breakthrough Coaching

Often, following 360° feedback or a Development Centre, we meet managers to coach them and review progress against their 'Action Plan for Change'. Where required, we provide In-Depth Breakthrough Coaching (See case study) to help individuals overcome long-standing and deep-rooted personal/emotional barriers to changing their behaviour or learning new skills, effectively removing their resistance to change.

What Our Clients Say

"We have worked with *the Change Team* since 1999. I don't think of them as consultants, but more like an extended part of the business. Lesley and her team go out of their way to understand the business objectives. Through probing and cajoling, they help us determine the best (often more stretching) outcome. Above all, they are there to help us steer our course of action through to a successful conclusion. Their commitment to 'seeing it through' and attention to detail are rare in my experience."

Barry Jenner,
Managing Director, UK
Commercial, Gallaher Ltd