

Press release

Making changes work

Organisations need to change their emphasis from making changes to focus on making the changes work, according to new research by Corven Consulting.

Organisations may focus on making major change and recognise, reward and promote leaders of major change programmes – but this often misses the point of change and can sometimes lead to the wrong people being rewarded. Major change creates the conditions for business success, but success is achieved during the period following the major change – the period often known as, ‘business-as-usual’. The real heroes in change programmes are those that deliver improved business performance.

“Promoting managers to senior positions because they have led major change creates executive teams that welcome large change programmes,” says Francois Austin, founding Director of Corven Consulting. “However, these teams have often not perfected their abilities to drive higher performance from day-to-day operations. When the business is challenged, they start another disruptive change programme rather than maximising the benefits from those that have already been implemented.”

As a result of all the attention being focussed on the major change itself, many organisations fail to plan for business-as-usual until the change is delivered. Consequently budgets, recruiting, training and performance measurements do not reflect the new conditions quickly enough.

Keric Morris, a Director at Corven who led the research, says, “Operational managers take a double hit. Not only are they expected to operate the new business with their old resources, but they do not get due recognition for their efforts to bed in the changes, make continuous improvements and deliver enhanced business results.”

Corven’s report emphasises that planning for business-as-usual must start well before major change finishes, to enable the transition from one phase to the next. The plan must refocus delivery from the change team to the whole of the business – and delivering results – to maintain the momentum for change. It must create cross-business ownership of realising the benefits of the completed changes and of driving continuous change to deliver even higher levels of business performance.

Notes to editors

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