Key factors
- Forced, imposed or inflexible change plans are less likely to succeed
- Have clear ultimate goals, accountabilities and responsibility, but build in opportunities to review, reflect and modify your aims and plans

Strategy
Change leaders are faced with a choice of approaches, often determined by the complexity and scale of the change being proposed. These range from the directive (“do as I say”) to the emergent (“the destination is over there, let’s work out the route as we go.”) There is substantial evidence that in most circumstances, emergent strategies are more successful long-term than any other. However, people need certainty and goals, and organisations need to control costs and evaluate results, so it is necessary to have a structure in which to manage a change initiative, most often as a project or programme of projects.

There will always be a judgement to be made about appropriate timescales; seek to balance the need for speed against the need to recruit and convince change agents and stakeholders, and to work with them to plan and execute the change. Consider the risks and benefits of different approaches.

Plan
As a change leader, you are responsible for assembling the team that co-ordinates and drives the change. A complex organisation-wide change involving many parts of the system might require a number of projects drawn together as a programme. In this case it is likely to need specialist expertise and extra resources (for example a professional project manager and a team seconded from other duties). How can the necessary resources be pulled together? Consider the need for back-filling when team members are removed from all or part of their regular job.

Establish key accountabilities and working arrangements according to the context. Some suggested roles are:

1 **Sponsor**: Who is the most senior person or group responsible for approving actions and providing support and resources.
2 **Project manager**: Who is responsible for checking progress and keeping an overview of resources and activities?
3 **Key user/stakeholder representative(s)**: Who is responsible for certifying that the changes have been successful?
4 **Communications lead**: Who is responsible for ensuring that communications with all relevant stakeholders are maintained, for example by organising focus groups and linking together the various work groups within a project or programme.
5 **Specialist(s)**: e.g. HR Manager: Responsible for advising on legal and other requirements created by the change and that need to be covered within the plan for the change. Ensures that these requirements are met.
Managing the change project(s)

Key factors
- How are people feeling, and how will that affect progress?
- Break the change down into manageable, measurable stages, set up as properly planned and managed projects where appropriate.
- Identify and celebrate successes, and successful individuals.
- Build in opportunities for feedback and revisit the plan frequently.
- How are people feeling now?

Project management
There is a wealth of advice, techniques and training available for managing projects, however simple or complex they are. Below we outline the essential characteristics of a project and a typical timeline for setting up and managing projects. A more extensive set of guidelines and templates is provided in the Project Management Guidelines.

Pay particular attention to clearly communicated timescales, clearly understood deliverables, and a working process which regularly brings people together to review progress and make commitments for the next stage.