

# **THE TRANSFORMATIVE CHANGE POCKETBOOK**

By Nimalan Nadesalingam

*Drawings by Phil Hailstone*

"Delivers a concise but thorough overview of change management concepts supported by an extremely effective methodology and supporting tools. As such, it is essential reading for anyone who wants not just to talk about change but actually deliver it."

**Dirk Friebe, Principal, Roland Berger Strategy Consultants**

"Change is a fact of life; it is the only constant thing. The approach Nimalan describes in this book is easy to grasp and practical to implement. It has been written to equip any leader with the essentials to deliver real change and transformation into their organizations. For executives who consider themselves committed to the process of organizational change, this book offers very practical solutions."

**Dr. Jomah Hamid, Assistant GM – Transformation HR, The Saudi Investment Bank**

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## THE 7Cs OF CHANGE MODEL

# ACHIEVING REAL TRANSFORMATIVE CHANGE



You may find yourself tasked with implementing a transformation on your own or with the support of a change transformation team. In either event, you now need a framework to follow. A framework that allows each member of the team to align around a common goal; a framework that ensures that each member undertakes their specific tasks whilst supporting the wider group; and a framework that ensures that all necessary components for any transformative change are in place so that there is no 'weakest link'.

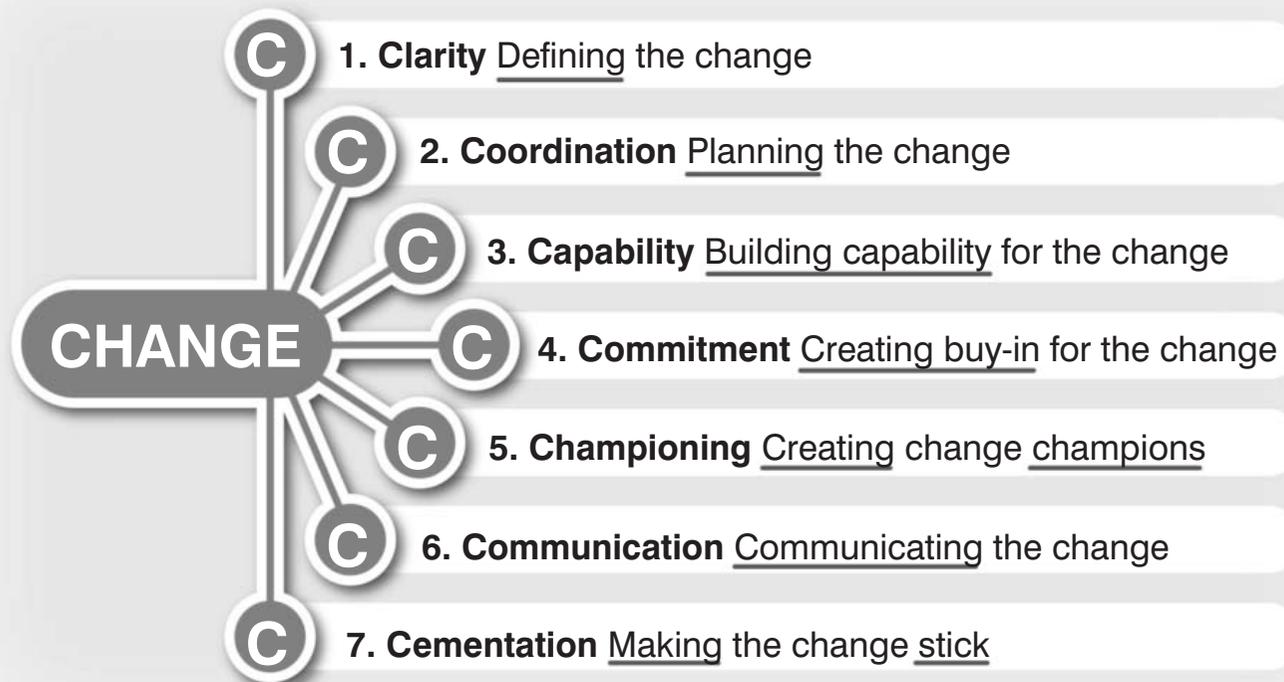
What are the necessary components for any change transformation?

These are **The 7 Cs of Change!**

And for each of these Cs of Change, there are simple and effective tools to help ensure that the change itself and the acceptance of it are aligned in support of each other to deliver effective and sustainable transformative change.

## THE 7Cs OF CHANGE MODEL

### THE 7Cs OF CHANGE



## THE 7Cs OF CHANGE MODEL

### UNDERSTANDING PRIORITY



We will be looking at each of the 7Cs in turn throughout the rest of this book. But which one is the most important? Which one should you prioritise and dedicate the most attention, resources and time towards?

In fact, they are all equally important but each one may be of different priority to the project team at different times. You can define the priority sequence of the Cs by using the 7Cs of Change Diagnosis Tool on the next page.

The change transformation team use the tool to establish how well each 'C' is being delivered. This is done by asking the people affected by the change or having an effect upon it a series of questions relevant to each 'C'.

In effect, this is a self-diagnosis tool that allows you to evaluate the effectiveness of the change transformation against each of the 7Cs of Change. See also page 32 for a completed example.

## THE 7Cs OF CHANGE MODEL

### 7Cs OF CHANGE DIAGNOSIS TOOL



+100 +							
	Change Clarity	Change Coordination	Change Capability	Change Commitment	Change Championing	Change Communication	Change Cementation
-100 -							
<b>Key questions</b>	How well is the change defined and understood?	How well is the change being project managed?	How capable are we to adopt the change?	How much commitment is there for the change?	How much is the change being championed?	How well is the change being communicated?	How well is the change being embedded?

## THE 7Cs OF CHANGE MODEL

### USING THE DIAGNOSIS TOOL

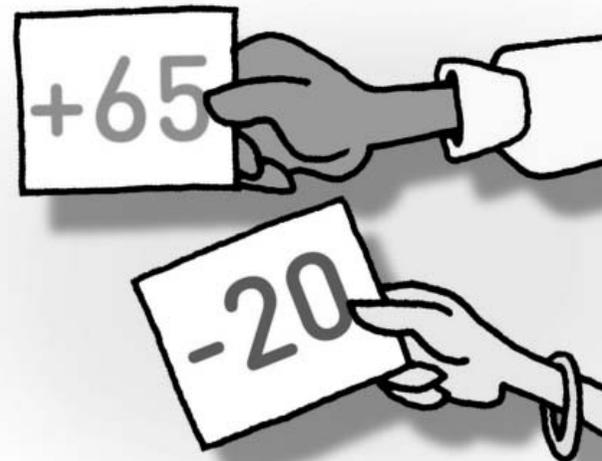


The respondents are able to score the effectiveness of each 'C' on a scale from +100 to -100.

Any score below 0 suggests that the respondent has a negative attitude towards the relevant 'C' whilst any score above 0 suggests a positive attitude.

At any given stage during the change journey, the lowest scoring 'C' becomes the priority.

The 7Cs of change diagnosis tool should be used at the start of the change journey, throughout the change journey and at the end.



## THE 7Cs OF CHANGE MODEL

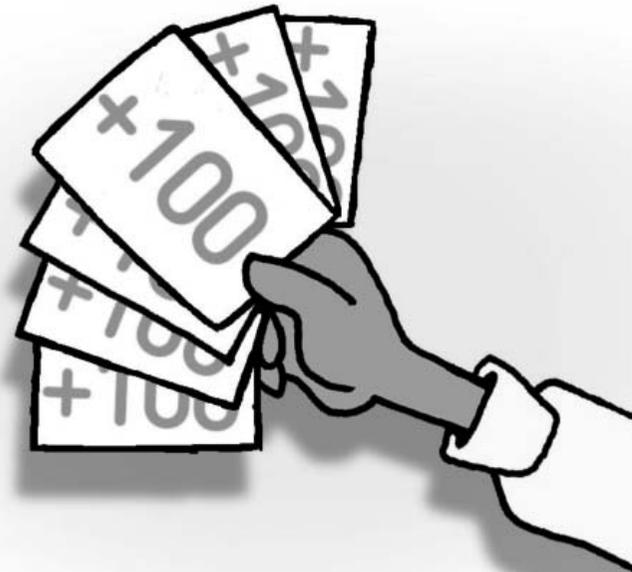
### THE WEAKEST LINK



For the transformative change to be successful, the ideal outcome is that you don't have a single negative 'C'!

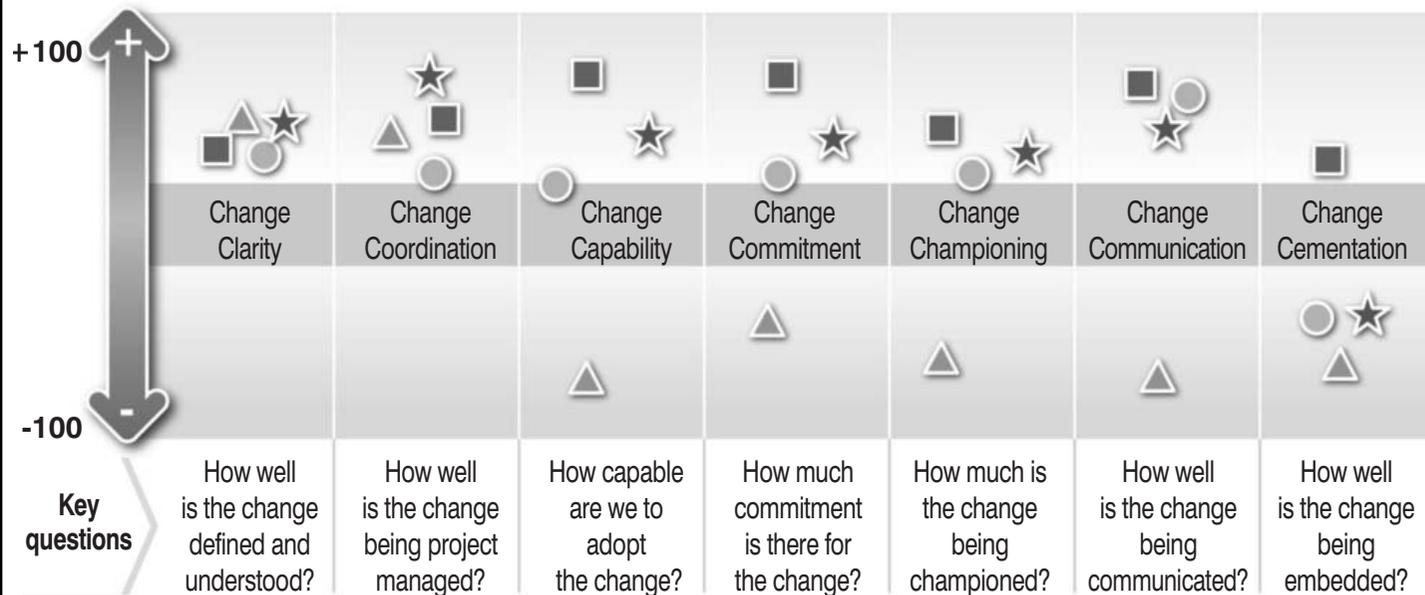
If only one area has a negative ranking it may be tempting to ignore it. You are surely doing quite well if you only have one negative and everything else is possible.

The problem is that just as a chain is as strong as its weakest link, so is any change transformation.



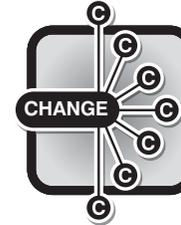
## THE 7Cs OF CHANGE MODEL

### DIAGNOSIS TOOL – EXAMPLE



## THE 7Cs OF CHANGE MODEL

### ANALYSING THE DIAGNOSIS RESULTS



Consider the example of a completed diagnosis. What does it show us?

At first glance, it is obvious that two of the 7Cs are rated strongly by all four responding departments. Change Clarity, for example, is ranked highly, suggesting that all departments think the change transformation is clearly defined and understood.

Not all the other Cs are viewed as positively by everyone. In particular, it would appear the change transformation team will have to address several concerns and issues being raised by the HR department.

But concerns are not unique to HR when it comes to Change Cementation. Clearly, all departments are concerned that the change transformation risks being unsustainable, and will struggle to embed itself into the organisation.

## THE 7Cs OF CHANGE MODEL

### 7Cs OF CHANGE DIAGNOSIS TOOL – F.A.Q



**Q:** *What questions should be used?*

**A:** High level questions are featured in the bottom grid of the graph. But alternative or more specific questions can also be used.

**Q:** *How does one actually execute the tool?*

**A:** Pull out a poster in a workshop, conduct an on-line survey, one to one interviews... whatever options are available.

**Q:** *Who should respond to the diagnosis?*

**A:** Key persons or groups impacted by the change transformation or in a position to have an impact upon it (the SPACE model on page 47 will help with this).

**Q:** *Should the responses be averaged?*

**A:** Yes and no! There are some advantages to averaging out the score of a particular group (eg the HR group) in order to get one voice representing many. But, one should avoid averaging out beyond this. Such action could result in 'outliers' being overlooked in the crowded average, and these outliers could be important.

## About the Author

### **Nimalan Nadesalingam**

Nimalan came into the profession of change management after years spent in performance and project management where he led the roll-out of multinational projects and also created and headed up a European-wide performance measurement department. It is this experience that allows him to bring a pragmatic approach to change management.

Nimalan is a respected and acclaimed keynote speaker and writer on the subject of change and business transformation. He has delivered speeches and training around the world and his writing has been published in multiple languages in a variety of business magazines.

In his capacity as consultant, mentor, trainer and coach, Nimalan works with various levels of management from numerous cultures and continents.



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