

## Service Snapshot: Facilitating Change

We use a comprehensive approach to change which places equal emphasis on emotional and rational reasons for change.

### Challenge

To survive organisations need to be able to adapt to a changing environment. Change may be driven by a change in the external environment, such as a change in the economy or a transformative technology development, or an internal change, such as a new strategy or a different way of working.

Most change initiatives fail to meet expectations because employees have not felt able to commit to the new way of working.

Change upsets the status quo, so in order to make the change a lasting one requires the organisation to execute successfully the rational aspects, such as dealing with processes, systems, technology and strategy, as well as the emotional aspects, such as behavioural and attitudinal changes which facilitate the desired rational ones.

Business people tend to be less comfortable with dealing with emotional issues because they tend to be left-brained people. The right hemisphere of the brain, on the other hand, is more experimental and open to new ideas and best for dealing with emotional issues.

To be successful a change programme needs a “whole-brain” approach.

### Solution

As a strategy consultancy we are always dealing with change driven by rational analysis and planning and we know that if our programmes can't win hearts and minds they will fail.

Key emotional factors which cause a reluctance to adopt the proposed change are fear of the unknown, loss of power or corporate standing and fear of more transparent accountability. These factors lead employees to adopt one of four psychological responses: **denial** – people do not consider the change a possibility; **resistance** – once they realise the change is happening they oppose it; **conditional acceptance** – begin to accept change but still disagree with some of it and **commitment** – people commit to achieving the new goals.

To keep dissonance to a minimum we put a series of core processes in place at the outset before launching a change initiative.

- **Chartering** – Define initiatives purpose, scope and way people on the project team will work with one another
- **Learning** – Managers develop, test and refine ideas through experimentation before full scale rolling out
- **Mobilising** – Use of symbolism, metaphors and compelling stories to engage hearts as well as minds
- **Re-aligning** – Series of activities to reshape the organisation and enable people to come to terms with change

The four core processes are not sufficient on their own to ensure success and must be run with:

- Clear objectives
- Strong project management
- Clarity about accountability
- Flawless execution

We also support these programmes with our behavioural diagnostic tool that we call Eclipse. This enables employees to identify for themselves what they should be doing in their jobs to make any change process a success.

### Benefits

- A focus on four core processes at the outset will help to create an environment that is receptive to change and one in which people do not drift back to old ways of working
- Emphasises the importance of the employee's involvement in the new direction
- Clarifies how employees will participate and how they will be affected
- The tool box makes a “whole-brain” approach easier to implement
- Acknowledges and accommodates behavioural and emotional factors in any large-scale change initiative
- Allows change idea to be refined before launching

## strategy people performance

Penumbra is a strategic business consultancy. We bring clarity by using research to drive understanding and direction. We deliver success by balancing experience and innovative thinking.

Whatever your aspiration, we'll provide the tools, information and analysis to turn your strategy into operational reality, in a way that motivates your people to outperform the market.

### Overview

Our expertise lies in helping our clients to execute robust strategies and deliver results.

We achieve this by combining a robust management planning system with a focus on people which drives alignment and commitment

We work in partnership with talented and committed leadership teams to help organisations build corporate value with a wide range of customised, cross-functional advisory programmes and services delivered from four complementary service groups:

### Strategy

(Development, formulation, implementation and alignment)

Our innovative **Penumbra Balance** approach creates dynamism, drives and sustains momentum and makes strategy real for stakeholders

### Organisational Development

(Behavioural issues)

We call our holistic approach **Balanced Motivation** which encompasses activities that improve performance both for the organisation and the individual

### Research and Insight

Our stimulating **Clarity** approach draws on our business consulting skills to deliver a mix of business analysis and market research which provides compelling insights for winning decisions.

### Operations

The Operations group brings all of our hands-on practical experience to bear on execution and delivery of results.

Our technology enabling approach called **Totality** facilitates business focussed services and solutions, aligned to business needs, for people, processes and tools.

### Why Us?

Organisations turn to us when they:

- Want to find a new strategic direction
- Have created a strategy and now need to execute it
- Need to drive more value from existing initiatives
- Have a big issue to resolve, usually dependent on lasting employee buy-in
- Need to explore new ways to drive value
- Need a breakthrough result
- Are seeking measurable results

### Our Experience

We have real world experience spanning 20 years with our clients. This includes working with:

BP, Citibank, Morgan Chase, WestLB, RBS, UBS, Bankers Trust, Kleinwort Benson, Coutts, Natwest, Intel, Nokia, Adobe, Kall-Kwik, Glaxo Smith Kline, Dupont, Pfizer, Savills, British Council, Clifford Chance, British Airways, Gillette, Unilever, Shell, Volvo,

Vauxhall, British Gas, TradeStation, MWB Business Exchange, Investors in People, University of Cambridge

On projects such as:

Strategic Planning, Strategy development and implementation, Culture change, Post-Merger Integration, Vision, Purpose and Values, Current State Analysis, Organisation Re-design, Transformational Change, Client Focus Strategies, Perception Studies, Client and Staff Engagement surveys, Global Rebranding, Know your Customer, Market Forecasting, Consumer Insight, Market Segmentation, Process optimisation, Lean/Six Sigma, Project Management, ERP Systems Roll-out, Market Research, Financial Modelling, Franchise Start-up Evaluation models, Cost Benefit Analysis, Implementation Alignment, Strategic Alignment, Complex Database development, Custom Application development, Supply Chain Optimisation

Covering diverse sectors such as:

Financial Services, Pharmaceuticals, Manufacturing, Energy, Mobile Telecoms, Travel and Tourism, Aviation, Property, Hi-tech and Business Services