

# SUSTAINABLE CHANGE



## For change that sticks, focus on people

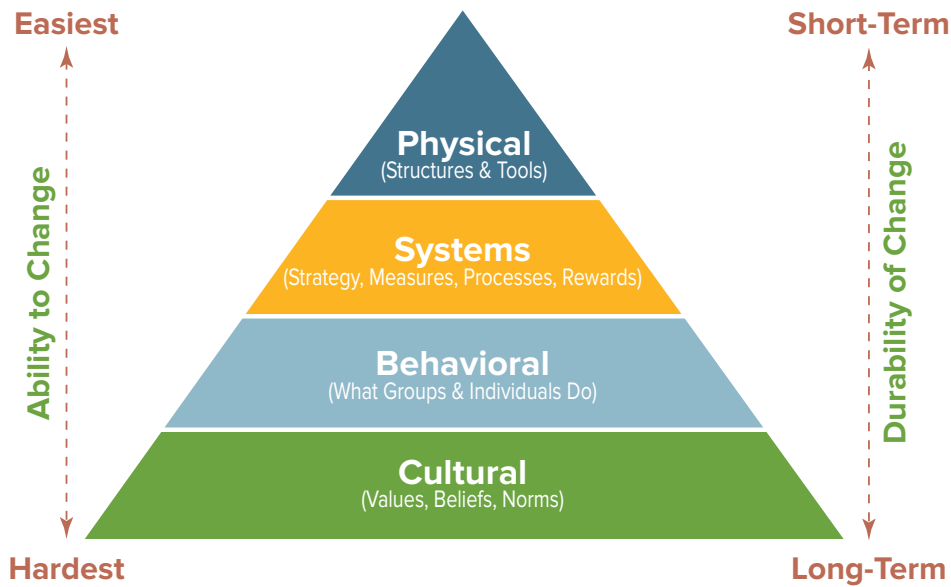
Most change initiatives focus on short-term, easy areas to fix, but rarely create a lasting competitive advantage. Modifications to the vacation policy, compensation programs, organizational structure design, or operations procedures can bring results, yet often fail to deliver lasting competitive distinctions.

By focusing change efforts on the behaviors and cultural norms, or the unspoken "how things get done around here," lasting impact can be achieved.

A staggering 70 percent of all change initiatives fail during the implementation phase of the program according to organizational development researchers. There are numerous reasons for this, but the top factor is the changes often conflict with established behaviors and belief systems. The change initiatives fail to address these more challenging areas and thus never realize the promised gains or competitive advantage.

At Work Effects, we shift your focus to a holistic approach that incorporates best practice solutions that alter cultural norms to ensure change that sticks.

# Lasting Change



*For change that sticks, focus on your organization's behavioral and cultural aspects (people).*

## Sustainable change has benefits

When your culture is in alignment with your strategy it's simply easier to get things done. And creates greater predictability in achieving your strategic goals...it gives you a substantive differentiator.

A Honeywell senior executive once said a competitor can copy our products in less than a year, can copy our structure and work processes in less than three, but it would take more than seven years to copy our culture and only if they were purposeful and highly committed to do so.

By focusing your attention on the "big rocks," like behavioral and cultural change, Work Effects is able to create a faster approach to developing a lasting competitive advantage. When we focus change efforts on aligning your organization's cultural

beliefs with your strategy, we make it easier to get things done and achieve change that sticks.

If you transform the beliefs of your employees then other aspects of change become easier and real results are accomplished. These results include:

- **Increased worker productivity**
- **Committed workers**
- **A stronger belief system**
- **Greater quality**
- **Increased customer commitment**
- **More efficient systems and processes**
- **A smoother-running organization**

## Lasting change begins with individuals

Behavior and cultural belief changes are difficult because they require buy-in from every individual in your organization and are accomplished through executive committees or cross-functional project teams.

When change management initiatives take into account the individual's behavior and belief systems, you're able to tackle the areas where you get gut level buy-in from people.

Indeed, it was businesswoman and CEO of easyJet, Carolyn McCall who once observed; "You can't

change anything if you don't bring people with you."

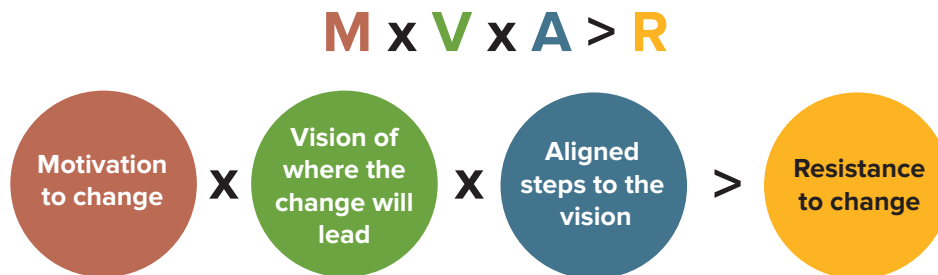
To get everyone on board, Work Effects pushes the responsibility for change to the front line. When your front line employees become highly skilled at leading the change efforts, you align your culture by getting buy-in from all your employees.

We'll help you instill a sense of urgency and create a vision vivid enough to excite everyone. And we're there with you, step-by-step.

## A formula for change

We've created a simple formula that depicts our process for lasting change. M is Motivation to change, V is your Vision of where the change

will lead, and A is for Aligned steps. All of these three factors must be present to overcome R or Resistance to change.



*Motivation to change, Vision and Aligned steps must be present to outweigh any Resistance. If any of the three elements are at zero, lasting change will not occur.*

## The road to lasting change

By now, you probably realize that the road to lasting change is not always straight and smooth. But, when you reach your destination you'll find the journey was worth it. We'll help you plan your

"trip" and keep you focused on what's important—your employees. Start today: call 612.332.4272 and visit our website @ [work-effects.com](http://work-effects.com).

Let's get to work.