



Ready, Get Set...Change!

The Impact of Change on Workforce
Productivity and Engagement



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A Word From the President

Economic change is driving an increasing need for organizations to adapt quickly and adeptly to dynamic market conditions. How companies and their leaders manage change and engage their workforce in the process can significantly impact their ability to achieve strategic business objectives.

Right Management conducted research examining the relationship between effective change management and engagement, revealing key drivers and behaviors impacting success. When planning for organizational change — from mergers or acquisitions, restructurings or shifts in business strategy — our research findings and recommendations will help you to address the strategies and positive business outcomes needed to bring focus and ensure your organization's capability to function effectively.

As a leader of workforce management strategy in your company, we hope this research provides valuable information that will help you to create sustainable competitive advantage through enhanced workforce performance.

My colleagues and I look forward to continuing to provide you with research, insights and fresh perspectives to ensure you have the information, resources and solutions needed to effectively align your business strategy with your talent strategy.

Douglas J. Matthews
President & Chief Operating Officer
Right Management

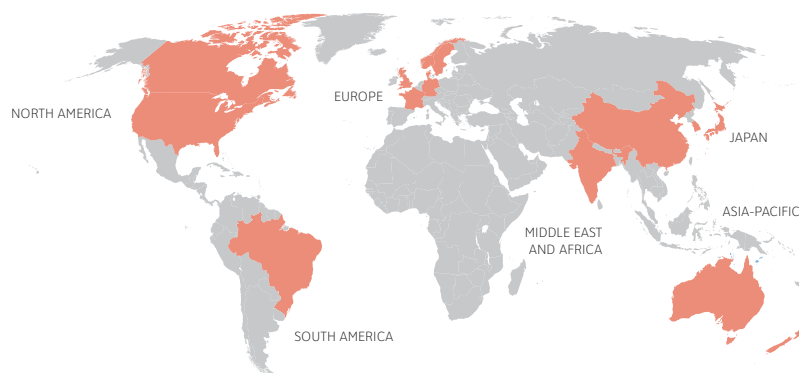
About This Study

To arrive at a clearer understanding of engagement drivers, Right Management conducted a global study of engagement among 28,810 employees from 10 major industry sectors in 15 countries.

Seeking to determine the factors most closely associated with driving employee engagement, participants were asked to complete a survey instrument of 100 items, grouped into three themes. Respondents self-reported on attitudes, performance and conditions directly related to the effectiveness of their organization. Responses were then assessed against their self-reported levels of engagement across eight factors measuring commitment, satisfaction, pride, and advocacy. The results provide valuable insights into the correlation between engagement and key factors playing a critical role in effectively implementing and executing change. Data was collected from November 2008 to January 2009. Most respondents (91%) were from private corporations employing 50 or more people, with revenues ranging from under \$1 million to over \$1 billion. The study used a stratified sample of employees that matched the workforce population in each country on several factors, including industry, size of organization, gender, and age.

COUNTRIES

Australia, Brazil, Canada, China, Denmark, France, Germany, India, Japan, New Zealand, Norway, South Korea, Sweden, United Kingdom and the United States



INDUSTRIES

Agriculture, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesales and retail trade; Restaurants and hotels; Transportation, storage and communication; Finance, insurance, real estates and business services; Government, social and personal services.

OVERVIEW & EXECUTIVE SUMMARY

Ready, Get Set...Change!

Organizations have long viewed effective change management as a complex and mysterious process that can never be understood or managed effectively. Right Management conducted comprehensive global research that clearly reveals the relationships that exist between change, engagement, leadership, productivity and strategic alignment.

Our research serves to demystify the change process and highlight key drivers that senior leaders can use effectively to improve change management initiatives and results.

Our research helps organizations transform the complexity and confusion surrounding change management into a highly informed, integrated improvement process that is no longer out of reach.

Most organizations are working in dynamic environments and experiencing change in many forms, such as the execution of a new business strategy, restructurings, introduction of new policies, acquisitions, mergers, relocations or the implementation of new technology. In order to optimize organizational performance, companies must be adept at planning, implementing and managing change on an ongoing basis — not just as an atypical event.

Although vital to organizational success, companies seldom plan, implement and execute effective change management processes as part of their workforce management strategy. Failure to do so can severely impair a company's performance and its very ability to compete.

The dynamics of change, while complex, are not impossible to understand. To help organizations become more effective at managing change, Right Management examined the

relationship between change management, organizational performance and engagement, as well as the drivers of successful change strategies in an ambitious global study of more than 28,000 employees in 10 major industry sectors in 15 countries across the globe.

What do we already know? Previous research has shown employee engagement is directly correlated to key business metrics. A key driver of organizational effectiveness, employee engagement is a critical measure of person-organization alignment, which is expressed as satisfaction, commitment, pride and advocacy.

Research has found that companies reporting high engagement levels achieve significantly better results, including **29% higher revenue**; they are also **50% more likely** to have above-average customer loyalty and are **44% more likely** to turn above average profits¹. Research has also shown that highly engaged workgroups are **50% more productive and 33% more profitable**. Their retention rates are **44% higher** and **customer loyalty is increased 56%**². Clearly, engagement matters.



But how does change management correlate to engagement? We found that globally, 34% of employees reported being fully engaged, and of those employees, 76% responded favorably when asked to report on their organization's performance in key areas impacting change management. From this, we are able to see a strong relationship between engagement and change management. However, of the 66% of employees who reported being disengaged, only 33% reported favorably on their organization's ability to manage change. Clearly, there is significant need and opportunity to assess current change management strategies, not only to improve engagement, but to ensure change initiatives are successful.

¹ Izzo, John B. & Withers, P. Values Shift: The New Work Ethic & What it Means for Business. Prentice Hall Canada, 2000.

² Weir, J. HR.com. 2003. Reporting findings of First, Break All the Rules, by Marcus Buckingham and Curt Coffman and Now, Discover Your Strengths, by Marcus Buckingham and Donald Clifton.

While our study looked at many drivers of effective change management, certain workplace practices had greater impact on change effectiveness than others. The top global drivers include:

1. Senior leaders implement effective change
2. Safe and healthy workplace
3. Efficient work processes and people systems
4. Fit-for-purpose structure
5. Open and honest communication
6. Employees empowered to make changes to the way things are done
7. Teamwork between business units/departments
8. Resources to do the job well
9. Line managers have appropriate skills

Our research showed that these important drivers for effective change management are not being executed well. Global results revealed that less than one in two employees work in organizations where senior leaders are perceived to implement change effectively and only one in three people believe that the reasons for decisions are fully explained.

The change management methodology needs to take into account different roles and capabilities at all levels of the organization — senior leaders, line managers and staff — as well as people systems and processes, structure, culture, customer focus and strategy. In addition, organizations need to determine ways to measure success, pinpoint goals and periodically assess whether or not they are on track.

Effective implementation means careful planning, communication and facilitation of change — the responsibility of senior leaders. But leaders also need to involve their workforce in change, not just impose it. People are not always prepared to successfully cope with change, thwarting the organization's ability to meet objectives. Change is often perceived as threatening and can be distracting and disruptive to your organization's ability to operate efficiently.

How can an organization effectively address the challenges change brings? By understanding and addressing behaviors that create obstacles, an agile organization can be trained to handle change, not only as a one-time event, but also on an on-going basis. In fact, effective change management should be part of a larger strategic workforce management approach focusing on improving overall performance to drive desired business results.

Change managed well will ensure your workforce is engaged and able to adapt to new strategies, structures, processes and systems, while maintaining business continuity — ensuring the organization's ability to function effectively, perform at a higher level and position itself for growth.

CASE STUDY

BUSINESS CHALLENGE:

How do we retain key talent and keep them engaged during a period of constant change?

SOLUTION:

A leading global communications provider, was facing declining employee engagement and retention of key talent. The business was going through constant changes as it adapted its offerings to the changing economy and, as a result, continuously altered employee responsibilities. Employees were confused, not knowing or understanding organizational goals and their role in achieving them, and were discouraged by mostly horizontal career paths rather than vertical growth.

The company engaged Right Management to implement a change management program designed to increase the agility of both staff and leadership and improve their effectiveness in navigating change. The end goal was to improve morale and engagement, decrease unwanted turnover and minimize disruption to productivity during change. A core component of the program was to equip leaders to be better prepared to lead their teams through change and enhance their overall leadership capacity.

The client selected pilot sessions to be conducted in the United States, United Kingdom, Brazil and Singapore. Individual employees participated in Change Assessment pre-work followed by a four-hour "Navigating Change" workshop. Leaders and managers also completed pre-work in advance of their six-hour "Leading through Change" workshop. The sessions have subsequently been implemented in 14 languages across all geographies. Early feedback from the client has been very positive. The Change Assessment pre-work was deemed critical to informing leaders on the relative state of the change process for each of the key participant groups. The organization is also experiencing a positive impact with employees at all levels being more adaptable to change.

KEY FINDINGS

Imperatives for Change Management

Our study demonstrated that effective change management is correlated to several key metrics, such as employee engagement and retention — critical to organizational performance.

At the same time, we found that many companies fall short when it comes to change management, failing to set realistic and measurable goals, not defining where they want to go or knowing when they get there, and poor understanding of who will be impacted and how they will respond. Specifically, we found:

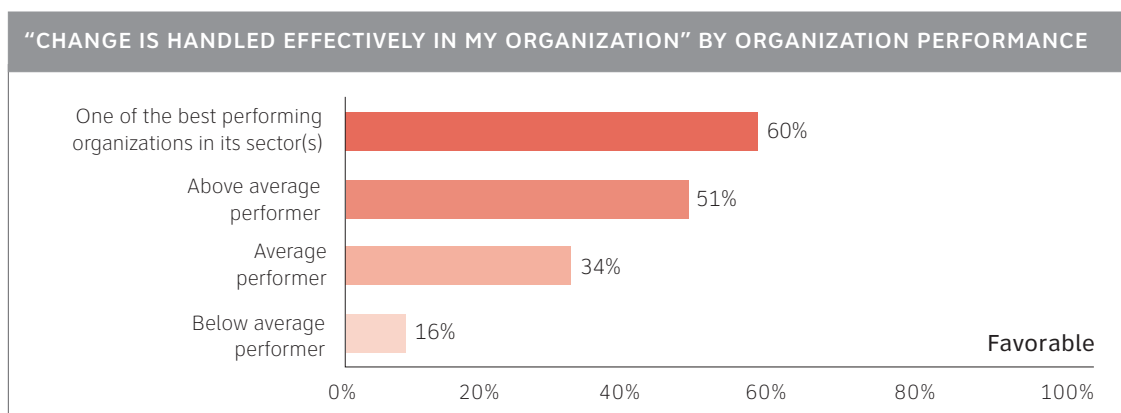
THE BEST PERFORMING ORGANIZATIONS MANAGE CHANGE NEARLY FOUR TIMES MORE EFFECTIVELY.

A strong relationship exists between financial performance and effective change management. In top-performing companies (those with or defined as achieving higher revenue, above-average customer loyalty and above-average profits), 60% of employees responded that “change is handled effectively in my organization” compared to 16% of employees in below-average performers.

BOTTOM LINE:

Organizations that effectively plan for and communicate change, while allowing their people to become actively involved in the change process, are taking positive action to ensure their workforce is adequately prepared and positioned to perform at higher levels.

Figure 1: Relationship Between Change Management and Organizational Performance



Global Benchmarking Study, December 2008
Base: 28,810 Global Employees

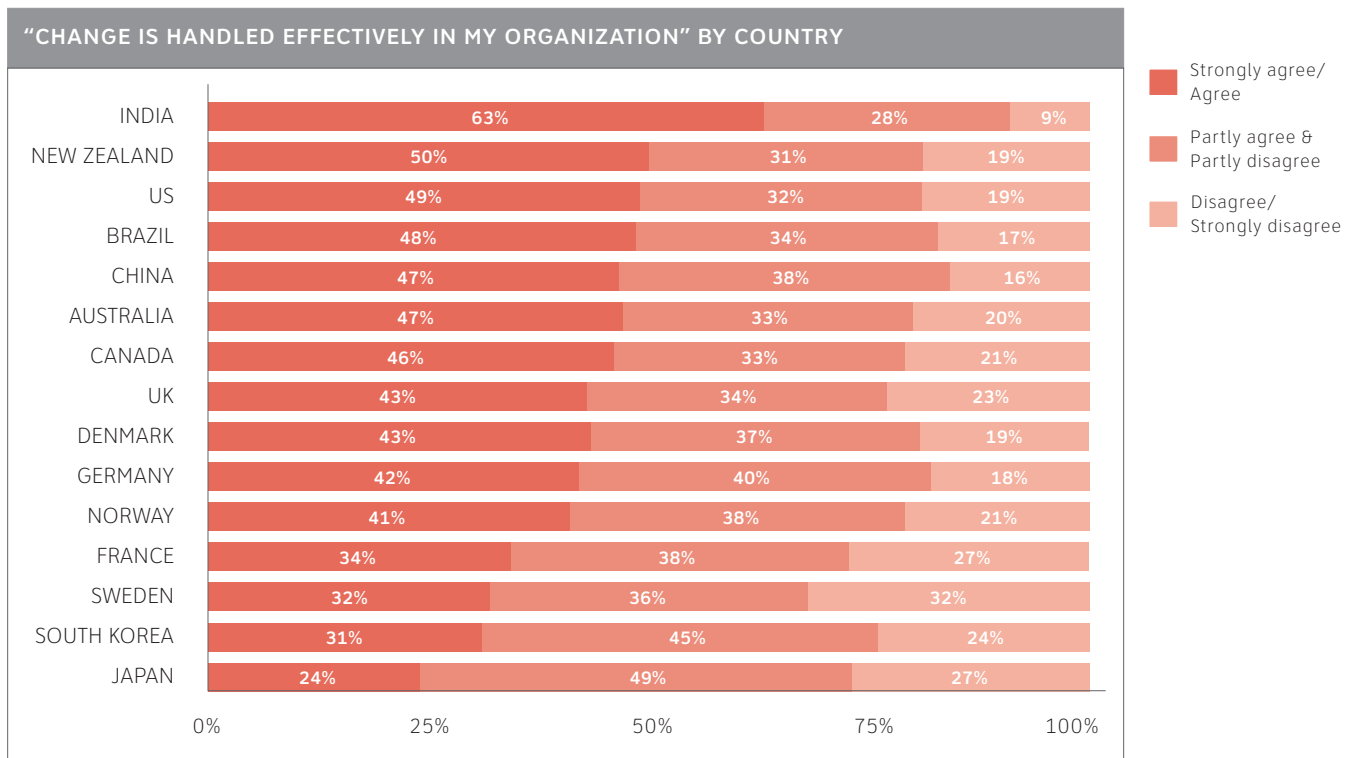
LESS THAN HALF OF EMPLOYEES ARE CONFIDENT IN THEIR ORGANIZATION'S CHANGE PROCESS.

Only 43% of employees globally agreed or strongly agreed the organization was able to handle change effectively. Dramatic differences exist among countries regarding employees' confidence in the organizations' ability to handle change. For example, in India, two out of three respondents are confident in their organization's ability to handle change. However, in Japan, three out of four employees did not believe change was handled effectively. On average, globally, at least one in three believe their organization does not handle change effectively. This is most pronounced in Sweden, Japan, United Kingdom, France and South Korea.

BOTTOM LINE:

Ineffective communication and a lack of understanding for the rationale prompting the change can impact confidence. Leaders have a clear responsibility to effectively articulate reasons for change and the organization's plan to implement the change.

Figure 2: Change is Handled Effectively in My Organization (by Country)



Global Benchmarking Study, December 2008
 Base: 28,810 Global Employees

LEADERS NEED TO DEVELOP KEY BEHAVIORS NECESSARY FOR MANAGING CHANGE EFFECTIVELY.

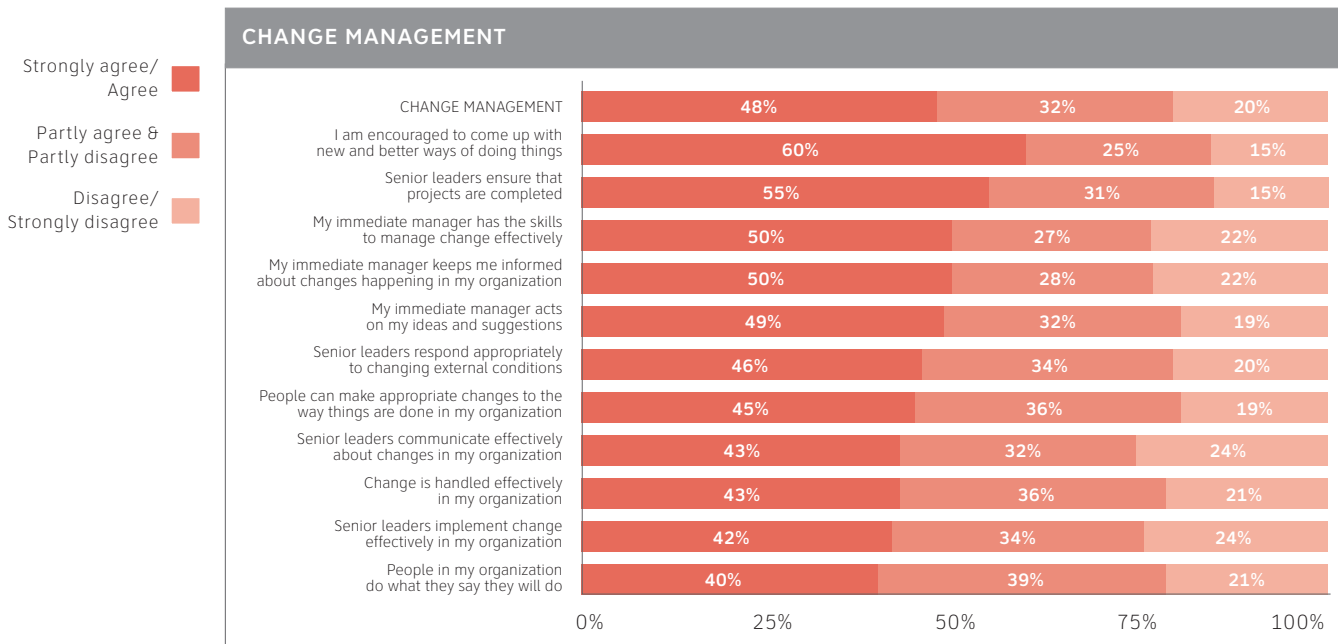
More than half of employees did not believe that senior leaders effectively implemented change or that change was handled effectively in their organization. The biggest downfall for senior leaders is the perception that they do not follow through on what they say they will do. Less than half (47%) agreed that senior leaders communicated change effectively. Additionally, 54% of employees doubted senior leaders' ability to respond appropriately to changing external conditions. In some countries the responses were even less favorable. Only 35% of respondents in Norway and 30% of those in France felt that "senior leaders implement change effectively in my organization."

Keeping employees informed about what is happening in the organization is also an important behavior — but only half of employees surveyed agreed that it was done well. In Australia and New Zealand, slightly more, 54%, reported favorably, but only 41% in Asia Pacific could report the same. Leaders also need to recognize the need to give employees a voice in the change process, rather than dictate changes. Less than half, only 45%, felt they had an opportunity to make changes.

BOTTOM LINE:

To achieve success, leaders want to ensure messages are communicated openly and honestly, keep employees informed, solicit feedback from those impacted by the change, and commit to meeting expectations set by leadership. Ultimately, the responsibility for managing change is with senior leaders and managers. Failing to address these behaviors will derail the company's workforce and, ultimately, its ability to perform.

Figure 3: Drivers of Effective Change Management



Global Benchmarking Study, December 2008
 Base: 28,810 Global Employees

EFFECTIVE CHANGE MANAGEMENT IS TIED TO EMPLOYEE ENGAGEMENT AND KEY BUSINESS METRICS.

Our findings revealed that an organization’s ability to effectively execute change correlates to the organization’s ability to retain talent and attract new talent as well. In addition, job confidence is negatively impacted by poor change management. Specifically, we found:

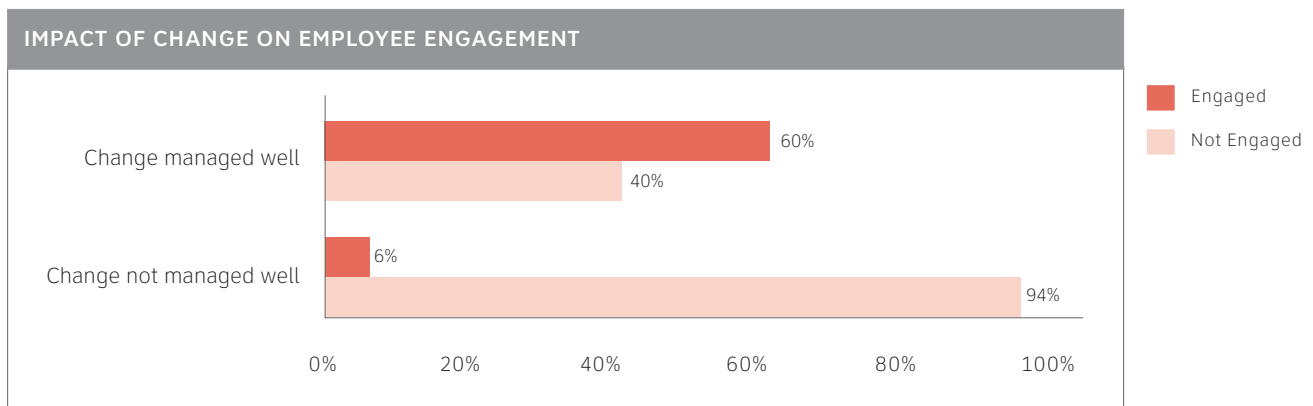
- **The effectiveness of change implementation directly corresponds to employee engagement.**

Where employees reported that change was not handled well in their organizations they were overwhelmingly likely to be disengaged (94%). But where employees reported that leadership managed change effectively, 40% were not engaged and 60% were engaged.

BOTTOM LINE:

How do you define “effective”? Leaders will most likely be viewed as effective when demonstrating important leadership behaviors, such as communicating with employees, engaging them in meaningful discussions about the change and how they will be impacted, and asking employees for input on decisions that will impact them.

Figure 4: Change Is Managed Effectively in My Organization



Global Benchmarking Study, December 2008
Base: 28,810 Global Employees

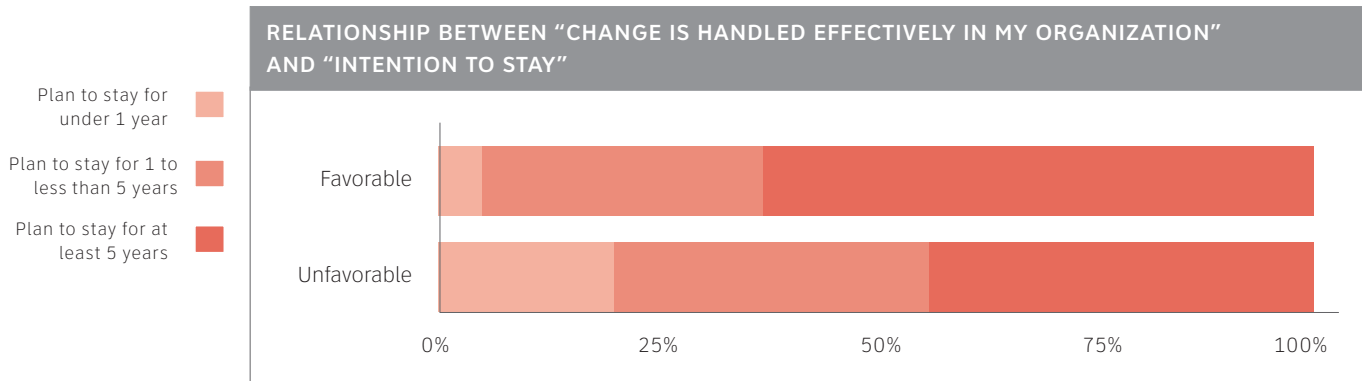
- **Organizations that do not manage change well are four times more likely to lose talent.**

Twenty percent of employees who perceived change was not handled effectively indicated they planned to leave within one year versus only 5% of employees who held a favorable view. Those with a favorable view reported they planned to stay with the organization for at least five years. Retaining talent is critical to an organization’s ability to develop leadership bench strength, plan for succession, adequately meet workforce skill and capability needs, and grow the business

BOTTOM LINE:

By looking for ways to improve morale and enhance leadership capability during change, organizations can increase retention and minimize disruptions to productivity and engagement.

Figure 5: Relationship Between Effective Change Management and Intention to Stay



*Global Benchmarking Study, December 2008
Base: 28,810 Global Employees*

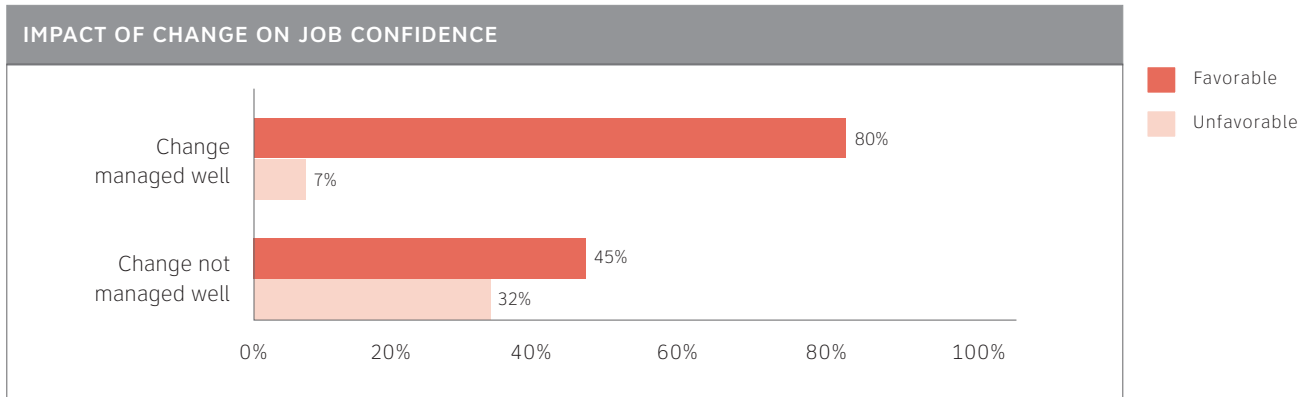
• **Ineffective change management can lead to lower levels of job confidence.**

Job confidence levels have a strong correlation to ability to handle change. Our study asked employees to assess their confidence in not being made redundant within the next 12 months and their confidence in finding a similar job and pay within three months. In companies where employees reported that change management was not handled well, 45% of employees expressed favorable feelings about job confidence while 32% did not. This is in stark contrast to organizations with effective change management, where 80% of respondents had positive feelings about job confidence versus only 7% who did not. Confidence was highest in China (76%) then followed by New Zealand (73%), India (72%), Germany (71%), Canada (71%) and Norway (71%). The lowest confidence levels were reported in Japan (53%) and the UK (59%). Confidence in finding a similar job and pay within three months was highest in India (72%) and China (65%). The lowest confidence was reported in Japan (24%), France (34%), Sweden (36%) and the UK (40%).

BOTTOM LINE:

For organizations that want to improve the job confidence levels of employees, our findings revealed that when managing change, leaders should ensure there is clarity around reporting structures, provide a meaningful forum for employees to express their opinions, make certain employees understand the career opportunities available to them and give employees the autonomy needed to perform their job well.

Figure 6: Impact of Change on Job Confidence



Global Benchmarking Study, December 2008
 Base: 28,810 Global Employees

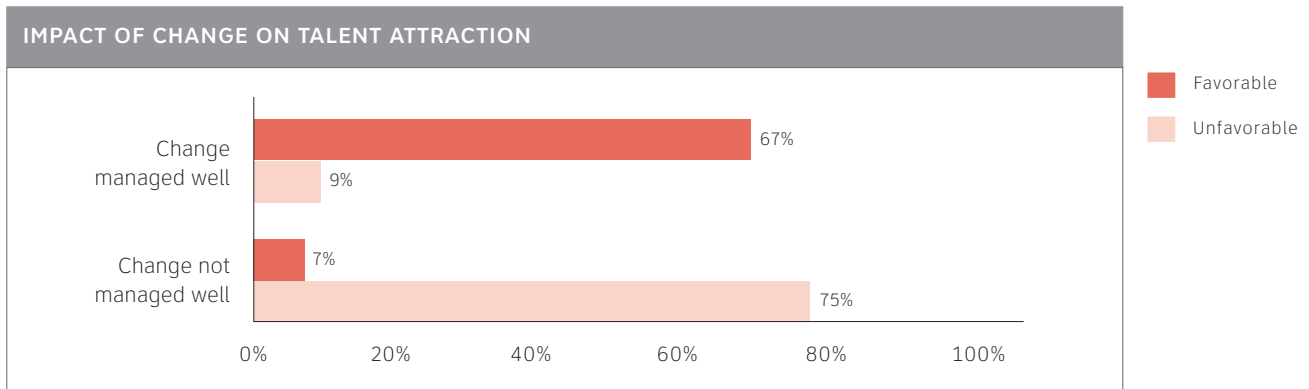
• **Ineffective change management negatively impacts an organization’s ability to attract talent.**

When employees reported that change was managed poorly in their organizations, 75% of respondents had concerns with their company’s ability to attract talent, while only 7% did not. At the same time, just 9% of employees who viewed change management as effective felt that talent attraction was weak versus 67% who responded favorably.

BOTTOM LINE:

Ineffective change management can result in decreased employee trust in the organization’s stated values and the employment brand. This decline in trust will ultimately affect how the organization is viewed externally, impairing its ability to attract the new leaders and skilled talent needed to grow the business.

Figure 7: Impact of Change on Talent Attraction



Global Benchmarking Study, December 2008
 Base: 28,810 Global Employees

Creating Change That Works for Your Organization

To ensure that change initiatives are successful, organizations need to develop a workforce adept at handling change in whatever form it takes. This undertaking requires not only understanding and fostering effective behaviors and attitudes, but also developing a comprehensive organizational process infusing change agility throughout the company — a system ensuring the right organizational structures are in place and that individuals have the appropriate capabilities required at each level.

Once senior leadership provides the vision on what change is needed, the organization must then set out to develop and execute a change management plan and engage their workforce in the process. Our recommendations include:

1. USE ASSESSMENT TOOLS TO EVALUATE EACH EMPLOYEE'S CHANGE READINESS.

To create a comprehensive change management system, leaders need to conduct an organizational readiness assessment. One assessment is designed to evaluate structural issues. Another assessment evaluates the change effectiveness skills and abilities of employees by analyzing the specific behaviors and characteristics needed to adapt easily to sometimes difficult changing circumstances — such as an ability to remain calm even in stressful situations and to reach mutually beneficial outcomes during a time of change.

With the right assessment tool, employees at all levels of the organization can develop an understanding of their strengths and weaknesses in how they respond to change. In addition, managers can use the results to provide guidance to their team. In particular, when employees impacted by the change initiative have the opportunity to assess their unique behaviors and responses to change, the results provide a common language to use in group discussions. At the organizational level, leaders can employ the information to understand how the business will react to change.

What characteristics tend to pose a challenge? Right Management conducted 5,000 change readiness assessments designed to assess an employee’s likely response to change. The results enabled us to predict several areas of concern, which included low adaptability, low self assurance and impaired ability to reach agreement. When planning for change, organizations should consider those characteristics in particular when determining how to help their employees respond to change.

ASSESSING CHANGE READINESS

Right Management’s change effectiveness assessment predicts an employee’s likely response to change. Based on the results of 5,000 assessments, we looked at the most common responses to change and grouped results into two categories: Concern and Strength.

Change Effectiveness Behavior

	Concern	Strength	Respondents
Adaptability	X		38%
Self Assurance	X		43%
Reaching Agreement	X		44%
Building Relationships		X	48%
Influence		X	31%
Perseverance		X	22%

The implication for organizations is that nearly half of all employees will struggle with some aspect of change — which is being tested to extreme measures with the economic uncertainty we are currently facing — creating multiple barriers to impede the success of the change initiative.

The good news is that 48% of respondents fall into the Strength category for Building Relationships. Collaboration, teamwork and collegiality are critical to achieving goals. Identifying individuals that know how to interact appropriately with others and build and maintain interpersonal relationships will be an important part of ensuring success in your change initiative. This is particularly essential for those who need to lead changes in their organizations.

CASE STUDY

BUSINESS CHALLENGE:

How do we sustain productivity during a global reinvention process?

SOLUTION:

A global industry leader in office furniture, was preparing for a global reinvention process that involved transitioning and streamlining all workloads into two main headquarter departments: Logistics/Transportation and Finance. Eighty percent of employees were transitioned from other work areas to the newly formed internal departments and a further 20% were redeployed to the newly charted roles within their existing departments. The organization wanted to proactively provide change tools for leaders and employees to maintain productivity, motivation and morale, while also fostering trust and commitment to their stated values and achieving continued client service excellence.

Right Management was selected as the partner with the best expertise to help achieve these objectives. Two workshops were implemented: “Navigating Change” for employees and “Leading through Change” for managers. The pre- and post-workshop surveys showed dramatic increases in change readiness for all levels of staff:

- After completing the program, 94% of the “Leading through Change” participants knew how to lead their team through changes versus only 35% who thought they were capable before the workshop.
- 94% of the “Navigating Change” participants knew how to adapt to change and increase their personal effectiveness during times of change versus 14% who thought so prior to the workshop.

The client feedback has been overwhelmingly positive. Participants gained a common, consistent language, greater understanding of the change process, tools and strategies to support them through the process, and a safe place to come together and share fears and concerns. Right Management’s services assisted the company in demonstrating its core values to “treat people with dignity and respect” and “promote positive relationships.” And most importantly, the end goal of sustaining productivity during this period of change was achieved.

2. BUILD CHANGE MANAGEMENT CAPABILITIES AT ALL ORGANIZATIONAL LEVELS.

To become a change-ready, agile company, each organizational level — senior leadership, middle managers and staff — needs to learn how to effectively respond to and manage change. But these segments require different capabilities, depending on their roles and the amount of control they exert over the process. Specifically:

- **Senior leaders initiate, guide and champion change, ensuring engagement among the rest of the organization.**

It is up to senior leaders to make sure that their plan takes into account not just the immediate change but other changes likely to occur in the future. It also involves engaging the workforce early in the process. To ensure engagement and alignment, senior leaders benefit from encouraging input from employees, keeping employees informed about the change process, valuing and acting on ideas, following through on actions and modeling appropriate responses to change. That, in turn, includes equipping line managers with the right skills — such as developing a common, consistent language to talk about the change — needed to help the rest of the organization adapt to and embrace the change.

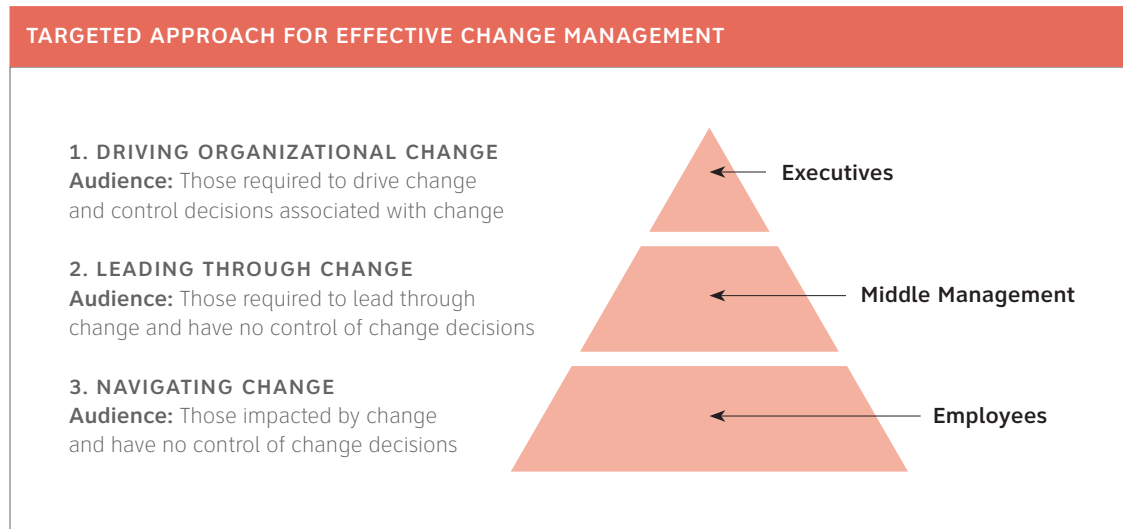
- **Middle managers make change happen, but have little control over the direction.**

Indeed, middle managers may be in the most difficult position: They must facilitate change and help their employees understand the reasons and objectives for the change. They also provide direction and support on ways to respond positively and effectively to the change that impacts not only staff, but them as well. Additionally, middle managers must be equipped with the skills and resources needed to help their employees — such as how to better understand typical responses to change, the cycles of change and how to guide people through the change.

- **Employees impacted by change must adapt and grow.**

The majority of employees have no control over the change decision. But they need to continue to meet performance objectives during and after a change event. To that end, employees may need help creating strategies to overcome natural resistance to change. Through assessments, workshops and team meetings, organizations can show employees how to recognize their own styles, anticipate their reactions to change, understand their role in making change work, set measurable goals and develop a plan of action. Most importantly, employees need to be treated as more than passive recipients of change — they need to be involved. Ensure that employees understand the need for change — why it's important, their role in the process, what is expected of them — and provide a means to contribute and influence the process.

Figure 8: Targeted Approach for Effective Change Management



3. CREATE FIT FOR PURPOSE, STRUCTURE AND ROLES.

Structure is the game plan for getting work done — not just an organization flowchart. It ensures the right people are doing the right work. Good structure means every employee has a clear role and set of accountabilities, as well as the authority required to perform. A highly bureaucratic structure might impede the ability to adapt quickly, as would a siloed business that’s busy competing internally rather than adding value to the change agenda. In addition, employees may not be able to adapt to change if the design of their jobs doesn’t permit it or if they are not given the authority to make the necessary changes to their work needed to achieve the new company direction or focus. For that reason, organizations need to conduct a high-level overview of jobs considered to be critical to building agility and re-evaluate job descriptions, if necessary. Finally, organizations have to examine whether their operating model and culture are conducive to change agility.

CASE STUDY

BUSINESS CHALLENGE:

How can we adapt our culture to embrace changing market needs and respond at a rapid rate?

SOLUTION:

An international financial services group, was perceived in the market as “change weary.” The CEO’s strategic vision was for change to occur at a rapid rate and to equip the bank to respond quickly and nimbly to strong external competitive pressures. The risks associated with doing nothing and not changing the culture and attitudes included a negative impact on employee engagement, retention and motivation, while also perpetuating the perception that leaders had been ineffective in managing change.

Approximately 2,680 employees have attended the change management workshops provided by Right Management over a two-year period. Feedback has been extremely positive and many participants have enjoyed both the theoretical and practical elements of the sessions. The change management solutions are becoming embedded into the organization’s overall change processes and ingrained in its culture.

A core component of Right Management’s solution was the development of a Change Report which is based on the pre-assessments implemented to all staff. This provided a real differentiator by sharing objective data for individuals to better understand their behaviors when mapped against Right Management’s proprietary Delta Model, which describes the traits and behaviors conducive to change management. This enabled them to self-manage more effectively during change. The assessments have also been used for further team development after the workshops so that teams can gain greater insight into their own profiles and change readiness.

4. IMPLEMENT EFFECTIVE PEOPLE SYSTEMS AND PROCESSES.

These are the various systems and processes that organizations utilize to send messages, share information and make well-informed decisions. These include communication systems, performance management, recruitment and selection, and remuneration and reward. Effective change management relies heavily on people systems that work together to create change agility to implement and embed the change when it occurs. These systems are viewed as an extension of leadership — creating consistency and trust. To create change agility, it is critical to ensure that performance management, succession management, and talent attraction and retention systems are effectively working together. In the area of HR processes, organizations need to ensure they don't have legacy procedures that might inhibit agility, while compensation and reward systems may provide incentives for the wrong behaviors.

5. MEASURE SUCCESS.

To determine how effective their efforts have been, organizations need methods for measuring success. Best practice is to define goals at the outset and the metrics to be used for assessing whether those objectives have been achieved. Key business metrics will be unique to the organization. In some companies, for example, productivity may be important; while in another, customer retention may be essential. Other key metrics might include employee retention and the absenteeism rate, since a period of change disruption, handled incorrectly, could cause a higher rate of employee defections and absences. In addition, organizations can create mechanisms for receiving feedback, such as employee surveys or focus groups that can be conducted at various points during and after the change.

Moving to the Next Level: Agile and Ready

A successful change management approach combines proven methodologies, assessments, and tools focusing on business performance. Our solution is designed to equip organizations, leaders and individuals with the capabilities and agility to work effectively through change to ensure high levels of engagement, performance and productivity. To create an agile organizational culture able to adapt to any change effectively, our strategy encompasses the entire organization:

executives who drive change and are instrumental in creating overall strategy, ensuring there is employee engagement and open communication; middle management, who make the change work and help employees more directly; and the employees within the organization, who are directly affected, have little or no control over decisions, but are responsible for implementing change.

Our process includes four phases:

PHASE I DISCOVERY

Evaluation of the current climate of change readiness within the organization to determine context against which the change management program can be delivered.

PHASE II ALIGNING AND ENGAGING LEADERS/MANAGERS

Participation in skill development programs and workshops, on-line assessments, action learning activities geared toward helping leaders understand their response to change and learn methods for successful communication and execution of change.

PHASE III ALIGNING AND ENGAGING INDIVIDUALS

Participation in skill development programs and workshops, on-line assessments, and action learning activities geared toward helping individuals understand their responses to change, barriers to success and behaviors that are effective.

PHASE IV EVALUATION AND REVIEW

Evaluation, measurement and analysis of results to ensure desired progress and business impact are achieved.

CONCLUSION

Change is constant. But more importantly, change is necessary. While the strategy and objectives behind change initiatives may differ from one organization to another, all face the same imperative: Companies must be adept at managing change that is necessary for growth and survival.

Yet, organizations tend to underestimate the importance of managing change effectively through the people who architect, execute and realize change initiatives — inevitably undermining their ability to achieve the goals the change initiative was designed to produce. Effective change management requires identifying and developing behaviors, attitudes and processes that support change and to do so in a systemic way — building change agility into the organization's fabric. Failure to act can lead to reduced productivity, decreased levels of trust, declines in engagement scores, increased costs from poor work transitions and new process implementation, increased attrition and poor talent attraction.

Clearly, the need for successful change management is of crucial importance in today's competitive and fast-paced environment. Our research highlights the strong correlation between effective change management and high levels of employee engagement, which impacts productivity and performance. Organizations must master the skills needed to manage change so they're ready to react quickly as business demands shift. Indeed, the one constant in life is change and companies able to respond with agility will be better able to compete — in any economy in the global market. Your business depends upon it.

Contributors

Michael Haid

Senior Vice President
Global Solutions

As a global thought leader for Right Management's Talent Management practice, Michael drives the strategy and execution of the organization's Talent Assessment capabilities worldwide. He supports a network of Regional Champions and Subject Matter Experts and leads the design and implementation of global, scalable solutions delivered to meet critical and emerging business needs. These key capabilities and associated client solutions focus on competency modeling and individual, team, and organizational assessment.

Deborah Schroeder-Saulnier, D.Mgt.

Senior Vice President
Global Solutions

As a global thought leader for Right Management's Talent Management practice, Deborah drives the global strategy and execution of the organization's Leader Development, Organizational Effectiveness and Employee Engagement capabilities worldwide. She supports a network of Regional Champions and Subject Matter Experts and leads the design and implementation of global, scalable solutions delivered to meet critical and emerging business needs. These key capabilities and associated client solutions focus on the areas of leadership, succession, performance management, strategy and strategic workforce alignment, change management, wellness and productivity management, workforce engagement and retention strategies.

Jamie Sims, BA (Hons), MPsych, MBA

Managing Principal

Jamie is a registered psychologist and assessment specialist. She currently heads Right Management's Talent Assessment practice in Australia and New Zealand. Since joining Right Management, Jamie has been involved in a range of national and global assessment and leadership development consulting projects. Jamie also provides individual coaching using an evidence-based approach and Cognitive Behavioral and solution-focused techniques.

Hilda Wang

Data Manager

Hilda Wang is the Data Manager for Right Management in Australia. She has extensive experience in analyzing data, data presentation and benchmarking. Hilda has worked with clients from a range of industries spanning both the private and public sector, including banking and finance, mining and resources, hospital and health care, manufacturing, utilities and instrumentalities, communication and IT.

Mark Urban, Ph.D.

Vice President, Talent Management Consultant

As Vice President and Talent Management Consultant based in the Chicago area, Mark works with clients to identify their unique drivers of employee engagement and linkages to operational and financial results. These analyses inform his work with senior leaders to formulate strategic and tactical plans which target increasing employee engagement, and subsequently, business performance. Mark received his Ph.D. in Industrial/Organizational Psychology from Ohio State University.



About Right Management

Right Management (www.right.com) is the talent and career management expert within Manpower, the global leader in employment services. Right Management helps clients win in the changing world of work by designing and executing workforce solutions that align talent strategy with business strategy. Our expertise spans Talent Assessment, Leader Development, Organizational Effectiveness, Employee Engagement, and Workforce Transition and Outplacement. With 300 offices in over 50 countries, Right Management partners with companies of all sizes. More than 80% of Fortune 500 companies are currently working with us to help them grow talent, reduce costs and accelerate performance.

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