

## MANAGING CHANGE – 10 POINT CHECKLIST

### 1. WHAT CHANGE IS REQUIRED?

First make sure there is a need to change what you are doing. Then establish whether this will be a small improvement to your operational or other procedures, or whether a more radical programme of activity is needed. Think about all aspects - customers, the team, the company, yourself, your colleagues, competitors and others.

### 2. PLANNING

Once you know what needs to be done, think through how you will achieve it, consult with others as appropriate. This is a time for detail. Think about what, how, who, where and when.

### 3. OVERALL OBJECTIVES

Make this clear and easy for everyone to understand and plan in -introduce cask beer by October 14th; review wine list by November 27.

### 4. GOAL SETTING

Having decided the main objectives, set short-term goals so everyone can measure progress. If these smaller goals aren't met, find out why and focus on improving things rather than placing blame.

### 5. DEAL WITH RESISTANCE

Many people will naturally resist change, so have plans in place to respond to any resistance and sell ideas. Find out what's in it for them - what can they gain by doing it, or lose by not doing it?

### 6. PREPARE YOUR TEAM(S)

Make sure you deal with any training and development needs wherever possible, so people have the ability, motivation and confidence to deal with what will now be required of them. Work hard to get them on board - people achieve much better results if they have helped create something.

### 7. DEAL WITH KNOCK-ON EFFECTS

Remember that changing some things will have a knock on effect on others, so be sure to take a holistic approach to the planning process and monitor all areas throughout.

### 8. COMMUNICATION

Make sure you put two-way communication mechanisms in place and remember you have two ears and only one mouth, so get the proportion of listening to talking right! You could use feedback meetings or suggestion slips, for example.

### 9. MAKE THEM HUNGRY TO SUCCEED

Make people challenge the status quo, drive urgency and momentum and encourage a thirst to see the change process succeed.

### 10. MONITOR, REVIEW, PLAN

Throughout the journey, make sure you monitor and reassess your progress frequently; a common mistake is to engage in an elaborate planning process and then fail to execute it because people pushed on with the wrong strategy. This can happen when plans are incomplete or contained errors which might not have been possible to anticipate at the outset. The objectives will be constant but how they are achieved may change several times.

Make sure you put two-way communication mechanisms in place and remember you have two ears and only one mouth, so get the proportion of listening to talking right!

## TEAM RETENTION – KEEPING YOUR STAFF

Once you've recruited them and trained them, just how do you make sure that you keep them?

### 1. Communicate with them

Find out what their needs are by holding regular 'listening groups' or employee opinion surveys. Remember though - if you ask, listen and act. Do something positive with the information or your employees will lose respect.

### 2. Manage career expectations

Setting up an effective two way communication system enabling people to share their aspirations will give you a head start on other clubs in the area and may well uncover people with talents and ambition you hadn't realised were there. Don't let the 'people stuff' fall to the bottom of the pile because of work pressure.

### 3. Train and develop

People who know where they are going want you to help them get there. Today's mobile, confident, talented employee will go elsewhere if you don't give them a training plan that fits their needs.

### 4. Lead

People leave people, not companies or clubs. Leaders need to be role models. They have an incredible responsibility for corporate culture; for example if the leader's always late, everyone else will be. According to Harvard Business School the top five requirements of employees from their leaders are: Support; Positivity; Respect; Interpersonal dynamics; Build teams & talk with them. Ask yourself everyday, why should people be led by you?

### 5. Manage values

Clubs need a common vision, values and goals, so employees understand what needs to be done. Equally companies need to identify the motivation and drivers of their people so they can get the best from everyone.

At the end of the day, if you don't find out from your team what it is they want (their motivators and drivers) and what form this will take (e.g. to one person 'communication' means a weekly meeting, to another, a simple good morning) - then you can't give it to them. The link between employee satisfaction and the bottom line is simple. The more satisfied everyone is the more streamlined the club will become.

### YOUR SCORE

#### 24-30 marks

Your 'changeability rating' is high, which means you are likely to successfully manage the changes that come your way. You accurately assess situations as they arise and are clear on what change is required. You plan well and consult with your people, dealing with any resistance by stressing what's in it for them. You are able to set short and long-term goals and monitor the process throughout. This enables you to change tactics if necessary to make sure the goals are achieved. Make sure that your ability to adapt to change and the buzz you get from getting it right doesn't lead to 'change for change's sake'.

#### 13-23

Your 'changeability rating' is medium. You do tend to revert to crisis management mode though. This means that you usually get the job done but end up far too involved in it yourself, which may have a detrimental effect on other areas of your work. You tend to decide the plan and sell it to others; you could probably consult more, thus gaining greater buy-in from your team. You sometimes cut corners when assessing situations as they arise and can go into change mode, not really clear about what change is required. Your intuition usually gets you through, though results could ultimately be faster and better executed if you were to think more at the start. Be sure to set short medium and long-term goals for yourself and others and be prepared to change tactics if necessary. Avoid 'change for change's sake'.

#### 0-12

You dislike change and can often dwell on the negative aspects rather than seeking the opportunities. This means you fail to lead from the front when change occurs and then you have to pick up the pieces afterwards. You need to realise that well orchestrated change can be beneficial to all. Avoid using your team for the 'sympathy vote' by finding a mentor or other person who you can talk to about issues at work and who can help you to plan positive solutions. Work hard to build up the confidence to face the situations that present themselves, and learn to take a rational approach to assessing situations as they arise so you know what change is required. Be sure to set short, medium and long-term goals for yourself and others, and be prepared to change tactics if necessary. Remember that these days 'the only constant is change'.