



PLANNING FOR CHANGE

In today's business environment, organizations face change; frequent, comprehensive and many times unprecedented change. Sometimes the change is designed and part of strategy. Other times change comes in response to unanticipated events. Regardless, the complexity of today's world compounded by the challenges of globalization, the disappearance of traditional business boundaries, and technological innovations means that change is both more hazardous in impact AND quicker to happen. Planning for effective organizational change requires a holistic systems-thinking perspective.

The successful execution of change requires two different, but equally important areas of focus. A well-defined vision and strategic plan is essential. The required change must be clearly articulated and tasks and objectives put forward. People must know what is expected of them and there must be a clear plan outlining the tasks that lay ahead. This tactical element of organizational change is rarely, if ever, neglected. Tremendous time is spent on this, the more tangible part of the change process. Unfortunately, the same cannot be said for the other area of focus. *The people side of the business.*

Any organizational change requires the development of a change process that pays attention to exactly how, and with whom, these change strategies will be implemented. Recognizing the history of change within the organization as well as the organizational stories and culture, a clear process must be developed through which all employees come to understand, embrace and implement the change strategies. Without such a process, the organization is likely to experience some degree of confusion, disengagement dissonance and ultimately a loss in productivity.

The Refinery can help guide organizations through the people aspects of a significant change process. We are learning and change experts and we have deep individual and collective experience across change-related subject areas: from strategic formulation to change leadership to human resource and performance and execution. Our role is that of change partner. We will ask the tough questions, facilitate change planning, co-develop learning solutions to enable change, and assist in the creation of new structures, language, and metrics to support a new reality.