



Are you ready for a change?

Okay, so you're contemplating a change management programme or reckon that, because you completed one three years ago, you don't need to review the situation. In the last of his series of articles, Michael Anglin challenges you, the reader, to think again

SINCE September 2003 we have raised particular issues with CCF readers on the subject of culture change management (CCM). In this, our final editorial, we have created a questionnaire to check whether your organisation needs — or is succeeding with — a CCM programme and philosophy. To complete the questionnaire, add up your responses for each step and read below for the answer.

Answer the questions with either 'Agree/Yes' or 'Disagree/No' on a scale of 1 to 5 (5 being the most valuable). Add up each section as you go along.

1: INTRODUCING CCM TO YOUR ORGANISATION

	HIGH	LOW
1. Would you like the opportunity to develop and build stronger working relationships with your management team?	5 4 3 2 1	
2. Are you apprehensive about change?	5 4 3 2 1	
3. Do you feel that, by having more open and honest exchange, you could accomplish better results?	5 4 3 2 1	
TOTAL		

2: CCM — A LUXURY OR NECESSITY?

	HIGH	LOW
1. Do you think if you matched the investment in technology with the appropriate investment in CCM, this would have a positive impact on your business?	5 4 3 2 1	
2. To what extent do you think that the behaviour of your staff matches your mission statement?	5 4 3 2 1	
3. How well does your workforce understand the business strategy?	5 4 3 2 1	
TOTAL		

3: USING CCM TO MOTIVATE

	HIGH	LOW
1. Do you demonstrate the discipline required for getting results?	5 4 3 2 1	
2. Do you use open forums to be seen and heard?	5 4 3 2 1	
3. Do you measure and learn how to manage your impact on others?	5 4 3 2 1	
TOTAL		

4: WHEN IS THE RIGHT TIME TO BUY CRM SOFTWARE?

	HIGH	LOW
1. Having made a major investment in CRM software, do you feel all of your management and agents are maximising its potential?	5 4 3 2 1	
2. Are your employees enthusiastic about using the new technology?	5 4 3 2 1	
3. Are you satisfied with the return on investment so far?	5 4 3 2 1	
TOTAL		

6: TRANSFORMATION FOR TRANSFORMATION'S SAKE, OR IS THERE A REAL NEED FOR CCM?

	HIGH	LOW
1. Is your company consistently achieving its business targets?	5 4 3 2 1	
2. Does your performance management system fully reflect the stated company values?	5 4 3 2 1	
3. Do you find it easy to translate the values into behaviours?	5 4 3 2 1	
TOTAL		

5: PREPARING MANAGERS TO TAKE CONTROL USING CCM

	HIGH	LOW
1. Do you have sufficient time to invest in developing your leadership capability?	5 4 3 2 1	
2. Do you spend a lot of time coaching your staff rather than viewing spreadsheets and reports?	5 4 3 2 1	
3. Do you understand what drives human behaviour?	5 4 3 2 1	
TOTAL		

7: GREAT EXPECTATIONS OR DISAPPOINTMENTS WAITING TO HAPPEN?

	HIGH	LOW
1. Is your strategy easily understood by all of your workforce?	5 4 3 2 1	
2. Do all managers frequently communicate directly in open forums with their staff?	5 4 3 2 1	
3. Are you motivated and inspired by the stated corporate vision?	5 4 3 2 1	
TOTAL		

TOTAL OF:

85-105

Well done! With your management support and initiatives, it looks like you have created a good working environment. Perhaps it's time to transform your business from good to great now?

51-84

It seems as though you've got a lot in check already. However, you may benefit from a little guidance in some areas — for example, in activating sustainable performance management systems, in building your

leadership pipeline or in getting people to embody corporate values. My recommendation would be to start by taking a look at any of the steps where you scored less than 12.

0-50

Change management may not have been a priority for your business to date, but maybe it's now time to pilot CCM in the areas most relevant to your business.

CONCLUSION:

DOES YOUR COMPANY REALLY NEED A CULTURE CHANGE PROGRAMME?

It depends on what your corporate aims are and what the values of the organisation dictate. Do the attitudes of the people in the firm match the values? If there is a difference and there doesn't seem to be a commitment to the values, then it's worth taking stock and finding out why. Many firms find themselves in a similar situation where they have been through change programmes, have identified a set of principles that have been cascaded down, but have then forgotten about them after time. This is typical as, day-to-day, there is no one in the firm with the responsibility of reinforcing the values, and also because the performance management systems often don't match the values. If this is your situation, take time to find out if people really understand what the values mean or how to change their behaviour to support them. ■

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