

WHY CHANGE FAILS

Reason for failure	Usual Symptoms	Suggested solutions
<ul style="list-style-type: none"> • Too much work to do 	<ul style="list-style-type: none"> • Change happens reactively • Necessary changes (if any) are made after problems occur • New systems/manuals/books remain unactioned • Excessive hours in the office • All staff working to or beyond capacity • Deadlines missed 	<ul style="list-style-type: none"> • Start working in Quadrant II - Important but not Urgent activities • Delegate work to staff to free up some time • Schedule time to work ON your business • Appoint a champion to assist with changes • Identify Important changes needed in your business • Have a plan and stick to it
<ul style="list-style-type: none"> • No planning for change 	<ul style="list-style-type: none"> • Multiple changes happening at once • No changes happening at all • Few changes fully implemented • Little being achieved - not getting ahead quickly enough • No clear responsibility for change • No clear deadlines or action plan 	<ul style="list-style-type: none"> • Use the 24 month transformation plan • Ensure each activity is implemented before starting on the next • Have a strategic plan and set clear goals for your business • Delegate activities and ensure staff are clear on their responsibilities • Set deadlines and stick to them - celebrate successes
<ul style="list-style-type: none"> • No communication 	<ul style="list-style-type: none"> • Staff unclear about changes • Lots of resistance to change - new systems not being used • Reversion to "old" ways that are justified on the grounds that they "work" or are "easier" • Poor morale or motivation manifesting in lower productivity, lower quality or absenteeism • Increased resignations • Increased activity of grapevine leading to (often inaccurate) rumours and gossip • 	<ul style="list-style-type: none"> • Explain your vision and goals to the team and reinforce it regularly • Explain why changes are needed and how it will impact each staff member • Encourage staff to be involved in making changes, recognise and reward their involvement • Deal with objections and resistance immediately • Squash rumours and gossip immediately

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Reason for failure	Usual Symptoms	Suggested Solutions
<ul style="list-style-type: none"> Failure to implement 	<ul style="list-style-type: none"> Lots of incomplete activities Change is distracted by pressing client matters Conflicting priorities "Other things" taking precedence Insufficient resources to implement 	<ul style="list-style-type: none"> Do you really want to change? Have a plan and stick to it. Use the 24 month transformation plan as a guide If there is lots of change needed, decide on the most important activities that will have the most impact on your business Set clear priorities for change and work on important activities first. Set deadlines for completion of each activity and STICK TO IT. Set time aside to work ON your business. Delegate work to your team and encourage clients to speak to their Client Manager Work in Quadrant II - Important but not Urgent matters. Good planning will help you determine what resources you need. Use the Resource Spreadsheet to identify whether staff are working to capacity
<ul style="list-style-type: none"> Recognising vs. wanting to change 	<ul style="list-style-type: none"> Procrastinating about making change Purchasing resources (Books, systems, consulting time) but not implementing Acknowledging the changes needed in the business but doing nothing about them Having an expectation that purchasing a new system or process will fix the problem 	<ul style="list-style-type: none"> Most importantly, have your personal goals very clear in your mind. This will help you work out what you want from the business Be honest with yourself about whether you want to change your business Understand your reluctance to implement change: resources, time, effort, scale etc Assess what will happen if you do not change your business Ask yourself "Am I satisfied with my business the way it is?" If the answer is "No" - then what is holding you back?

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