



## Why build an internal capability for change?

In managing many of today's economic challenges, managers and employees alike are expected to become 'change agents' and drive business transformation. But why do we expect employees in non-specialist positions to do this without any support?

Change capability coaching is about preparing you to manage change. This includes:

- Enhancing existing skills
- Developing new skills
- Equipping you with a 'tool kit' to employ during change
- Realising the benefits after the consultants have rolled off the change project.

Building an internal change capability means your organisation does not always have to rely on external 'experts' to manage your changes. With effective change capability coaching, your organisation can build an internal capability for change. Employees become more effective in achieving performance outcomes, and therefore are more engaged. And, organisational knowledge is developed and retained in house.

## Change Capability Coaching: A Case Study

### Background: What was the client need?

The client was a Sustainability Team within a major Victorian Government Owned service provider. The client's vision is to ensure a 'sustainable future', and this team's challenge was to change employee behaviour regarding sustainability.

The Sustainability Team would be required to change personal habits of individuals and ultimately encourage reduction of energy, water, paper and waste.

*"I think this process has provided me with the knowledge on how to effectively communicate change and influence people in a positive way."*  
(Team Member)

### About Jennifer Frahm Collaborations

Our core purpose is to assist you to make positive and meaningful change in your workplace.

In working with us we strongly believe in providing sustainable solutions, ones that live on after the end of the client engagement.

Together, we build better workplaces.

CHANGE

COACH

CREATE

COMMUNICATE

## Proposed Solution: How was the need addressed?

Reviewed existing change management and change communication capability and knowledge



Using the competency framework developed by the Change Management Institute (CMI)™, we developed a self evaluation tool and questionnaire to assess the existing state.

Identified gaps and what was required to meet the team's performance outcomes



The self evaluation tool together with interviews with key staff and an understanding of the team's goals helped identify the 'gaps'.

Developed a program to bridge the gap identified.

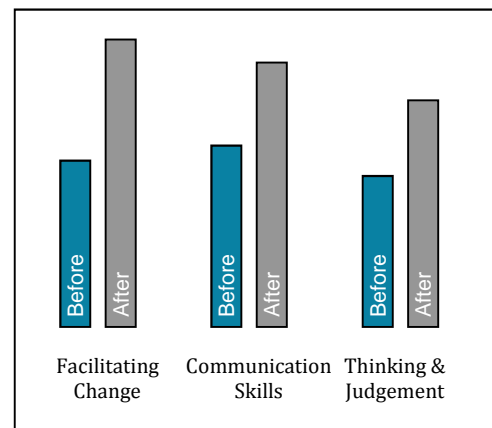


The change management capability curriculum included group workshops to build content knowledge and 30-minute coaching sessions to develop soft skills and confidence.

## Results: What was the outcome?

All participants felt they had improved their change agent skills particularly in the areas of:

- **Facilitating change** – Understanding the principles of change, change readiness, and culture awareness.
- **Communication skills** – Improved relationship building, empathy, and oral and written communication skills.
- **Thinking and judgement** – Improved analytical thinking and decision making and taking a holistic perspective.



*"I believe the team has broadened its communication and influencing tools and has become more proficient in influencing effectively; they are overall more aware of their behaviour and how they communicate.*

*I have seen this program as a great development opportunity for my staff which have greatly benefited from the theory provided as well as the individual one-on-one coaching. "*

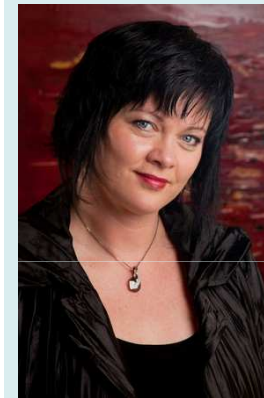
(Manager)



 **Six tips on building your change capability**

- 1** Be clear on **what you wish to change**
  - Define what it is you wish to have your people change – behaviour, processes, outcomes, thinking.
  - Describe what it means to be a change agent.
- 2** Be clear on how you can **measure the outcomes and changes**
  - Your team will be more motivated to continue using new skills if they can see the change in action.
  - Take checkpoints often.
- 3** Ensure that your team is **comfortable with the coaching approach**
  - Don't force people to undergo coaching if they are not comfortable with it.
  - Good coaching respects boundaries.
- 4** **Stay flexible**
  - As your change agents learn new skills, they may wish to take on different roles within the organisation.
- 5** Provide space for team members to **practise their new skills**
  - Understand that the initial attempts at trying new skills may be clumsy.
  - Encourage and support your change agents.
- 6** **Allow time** for the program
  - Individuals have different speeds at which they learn and process new knowledge.
  - Allow for 8 – 12 coaching sessions per person and time for reflection.

*"We met all of these goals for the past financial year. We used our change skills to help meet them, as without a fair amount of influencing we may not have got there."*  
(Team Member)



**About Jennifer Frahm**

Jennifer's specialised skills include change management, communication, research and analysis. She is an experienced change communicator, having worked across a number of industries over the last 20 years in marketing, project management and change communication roles.

In the last ten years, she has focused on the area of organisational change and is qualified at a PhD level. Her doctoral research investigated the different types of communication in organisational change programs, with a specific focus on organisations undergoing continuous change.

**To discuss how Jennifer can build a change capability coaching package for your organisation, phone 0422417155.**