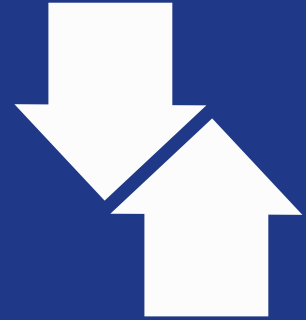


INSIDE ALIGNMENT

5 BARRIERS TO CHANGE

1. Employees are not involved or are excluded from decision making process.
2. The case for change is not compelling or understood; employees face fear of job loss or job reduction; resistance to learning new processes.
3. Some employees experience loss of status as “go to” resource.
4. Lack of leadership by example.
5. Teams have unclear or unrealistic expectations of future state.



10 ASPECTS MANY LEADERS UNDERESTIMATE IN INITIATIVES THAT PROMPT WORKPLACE CHANGE

1. The necessity of transparent, detailed, upfront planning.
2. Clear articulation of a compelling reason to change.
3. The value of having skilled resources to address conflict as it arises.
4. The need for partnership between Management and front-line employees.
5. The importance of clear and frequent two-way communication during change.
6. Invite and promote full engagement of those most impacted by the change.
7. Management's awareness of the impact of their decision-making charter and therefore their control of the change.
8. The importance of having the internal and external knowledge and expertise to drive change appropriately.
9. Acknowledge the difference between the new processes and metrics and the effect on those who are carrying out these directives
10. Leadership's public and private commitment to the necessity of a united front (inside and outside meetings).

