



# Leading large-scale change without breaking your people

Way Ahead  
26 April 2023



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## The opportunities in transformation & change

- ↑ Competitive position
- ↑ Return on capital invested
- ↑ Automation, efficiency
- ↑ Tools to support employees
- ↑ Performance
  
- ↓ Bureaucracy
- ↓ Manual work
- ↓ Risk of market irrelevance
- ↓ Customer errors



Hmmm...

“ **Q:** *So, what is our track record with successful change?*

*Have we ever implemented this much change?*

*Will we do things differently this time?*

*Are we ready to do this?*

*Will we invest in managing the changes effectively?*

”

**A:** *Not sure, but we've just got to do this!*

*Look at all those juicy benefits!!*



## The impact of poorly executed change on people

- ↑ Unreasonable workload
- ↑ Employee turnover
- ↑ Disruption to other work
- ↑ Stress
- ↑ Frustration

- ↓ Productivity
- ↓ Job satisfaction
- ↓ Employee engagement
- ↓ Performance
- ↓ Trust in leadership



### Case:

*"I don't even know what my job is anymore"*

# Change is a **process** & an **outcome** that must be **lead**



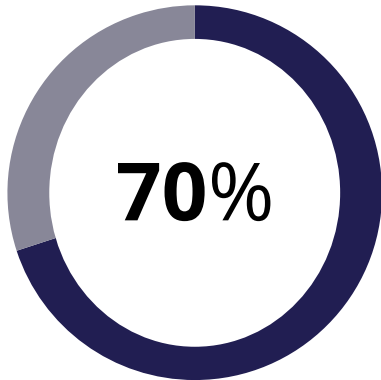
**Outcome**    **Great!**

**Process**    **Hard...**

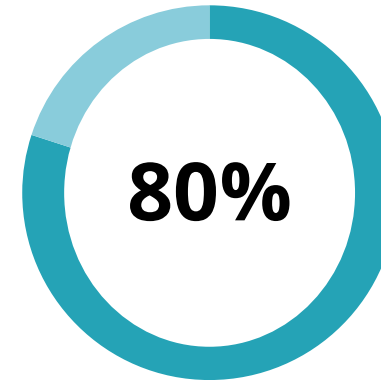
**Leadership**    **Sparse...**



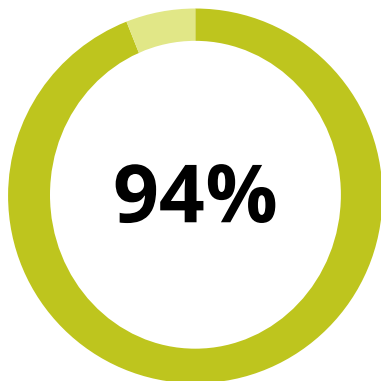
## How well are organisations doing, when it comes to change?



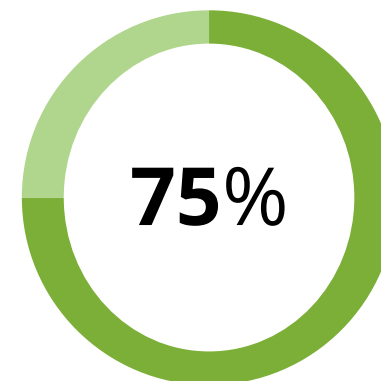
Change efforts fail to deliver their **intended benefits** (Harvard)



Failed change efforts attributed to **poor sponsorship** from leaders (McKinsey)



Projects with **excellent change management** effectiveness were more likely to **achieve project objectives** (Prosci)



Companies that struggle with **overwhelmed employees** (Deloitte)



# Where organisations go wrong



# Common pitfalls executives make before & during the execution of major organisational changes

## 1 Capacity

- ▶ No visibility of workforce **capacity** & change **volume**
- ▶ Not factored into initiative **sequencing**
- ▶ **Increasing volume** of change
- ▶ No commensurate decrease in **BAU load**





## Common pitfalls (continued)

### 2 Prioritisation

- ▶ Low priority initiatives not **paused/culled**
- ▶ Poor **discipline** in saying '**no**' or asking '**why?**' (in governance & culture)
- ▶ Progressing easy projects, while delaying **the important**

### Good Strategy Implementation =

- ▶ Priority strategic initiatives (*Transformation/Change*)
- ▶ **Plus** Customer sales, service & support functions (*BAU*)
- ▶ **Minus** Distractions (*everything else!*)

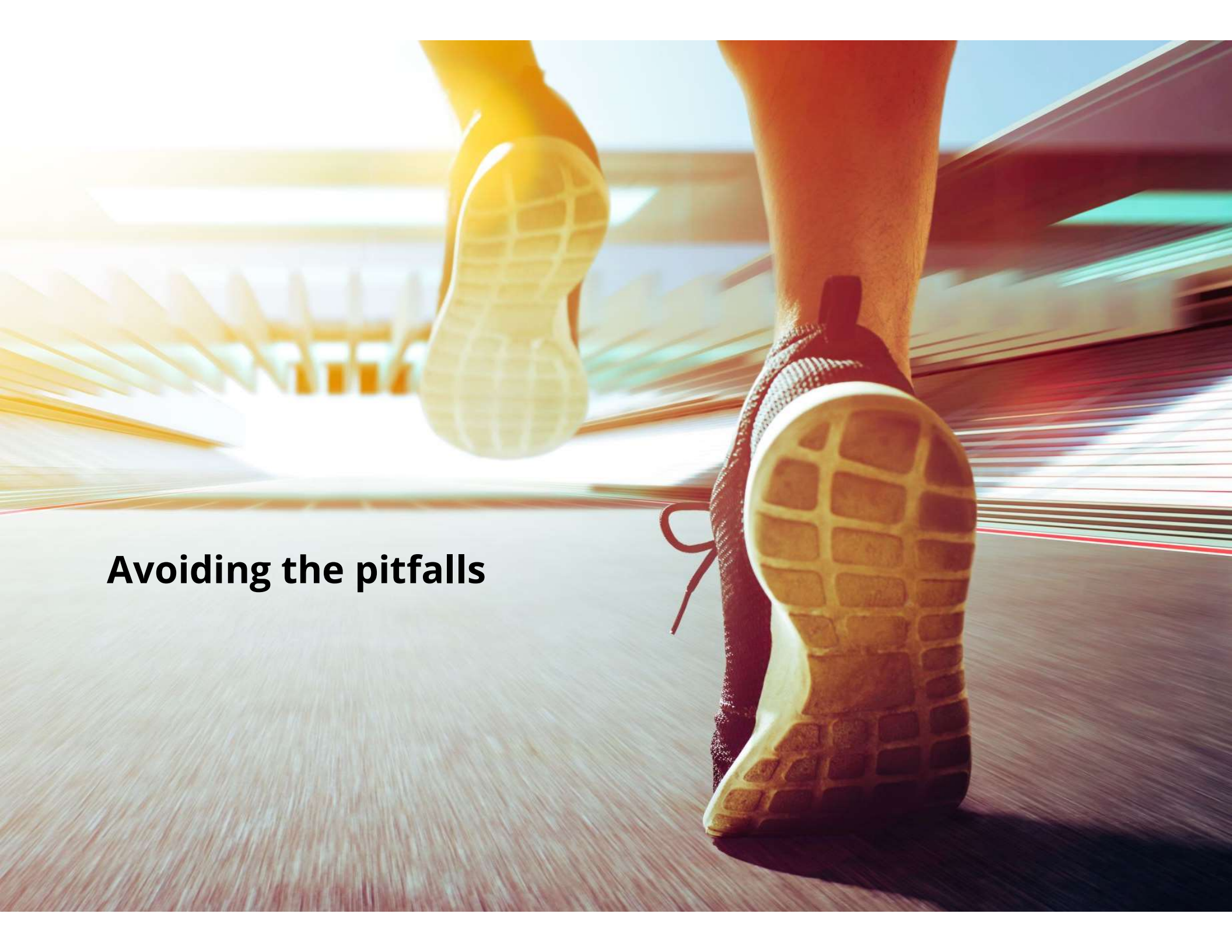


## Common pitfalls (continued)

### 3 Capability



- ▶ With growth comes **complexity** & need for sophisticated change management
- ▶ Lack change management **expertise**
- ▶ Lack **enterprise-level** change portfolio management & governance
- ▶ No tailored change **methodology**
- ▶ Out-dated change **delivery model**
- ▶ Poor understanding of change **impacts**
- ▶ Rush to deliver before **people-readiness**
- ▶ No investment to build change **capability**
- ▶ ....And more, too many to fit here!



**Avoiding the pitfalls**

# Blue Seed's Change Capability Asset Framework ©

## The Change Capability Assets needed to transform

### Change Leadership & Culture

- Executive Sponsorship
- Change Leadership Capability
- Strategic Clarity
- Change Capable Culture

### Change Processes & Systems

- Single-View-of-Change
- Change Measurement / Data Analytics Systems
- Enterprise Portfolio-level Change Governance
- Change Enabling Talent Management Framework

### Change Delivery Excellence

- Specialist Change Delivery Expertise
- Change Delivery Operating Model
- Flexible, Capable, Delivery Methodologies
- Effective Formal Communication Channels

# Assessing & Developing Change Capability



## Change Maturity Assessment

## Capability Uplift Roadmap

## Design & Integrate Change Capability Assets

**We reviewed the evidence**

We sought tangible examples of how your current change capabilities align with the industry best practices and standards.

**Business outcomes lens**

- Business strategy alignment
- Change readiness
- Change management
- Change delivery
- Change enablement

**Transformational outcomes lens**

- Change management
- Change delivery
- Change enablement

**We assessed your change readiness & maturity**

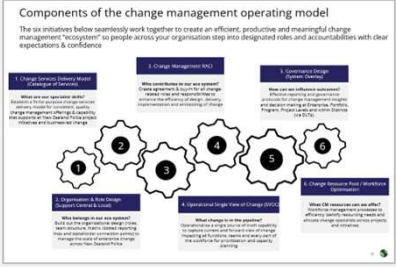
Using our '21' maturity framework, we assessed your 'Business & Change' maturity.

**This is what we concluded**

The opportunity to right-size and fine-tune your change capabilities is a key enabler for your business to achieve its strategic objectives and to deliver on its commitments to stakeholders.

**Capability Uplift Program Roadmap**

	By end 2022	By end 2023	By end 2024
<b>Adoption Strategy &amp; Transformational Initiatives</b>	Early Wins	UMS & Related Value	Scale to Full Business
<b>Business &amp; Change Outcomes</b>	Build High Value of Change	Build Critical Technology System Delivery Approach Model with CT	Build Big Risk Change Resilience & Support
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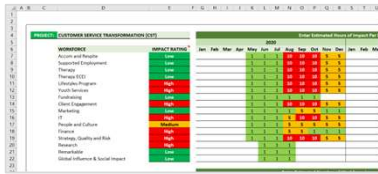


## EXAMPLES

Making  
change  
digestible



# Single enterprise-level view of all changes Governed at executive level



1. Change impact data captured per project (hrs/volume)



2. Consolidate projects into single view

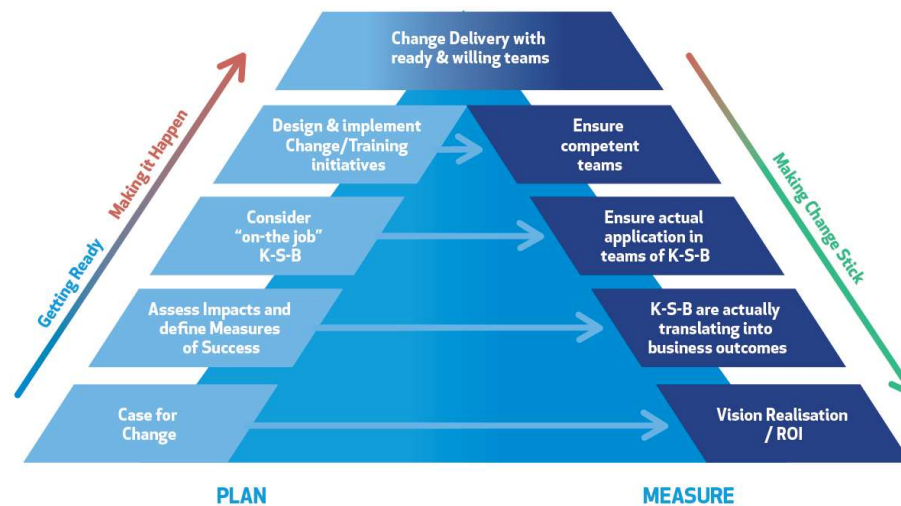


3. Analyse change impact volume at enterprise-level (all projects, all workforces)



4. Decide optimal sequencing of initiatives to mitigate overload risk

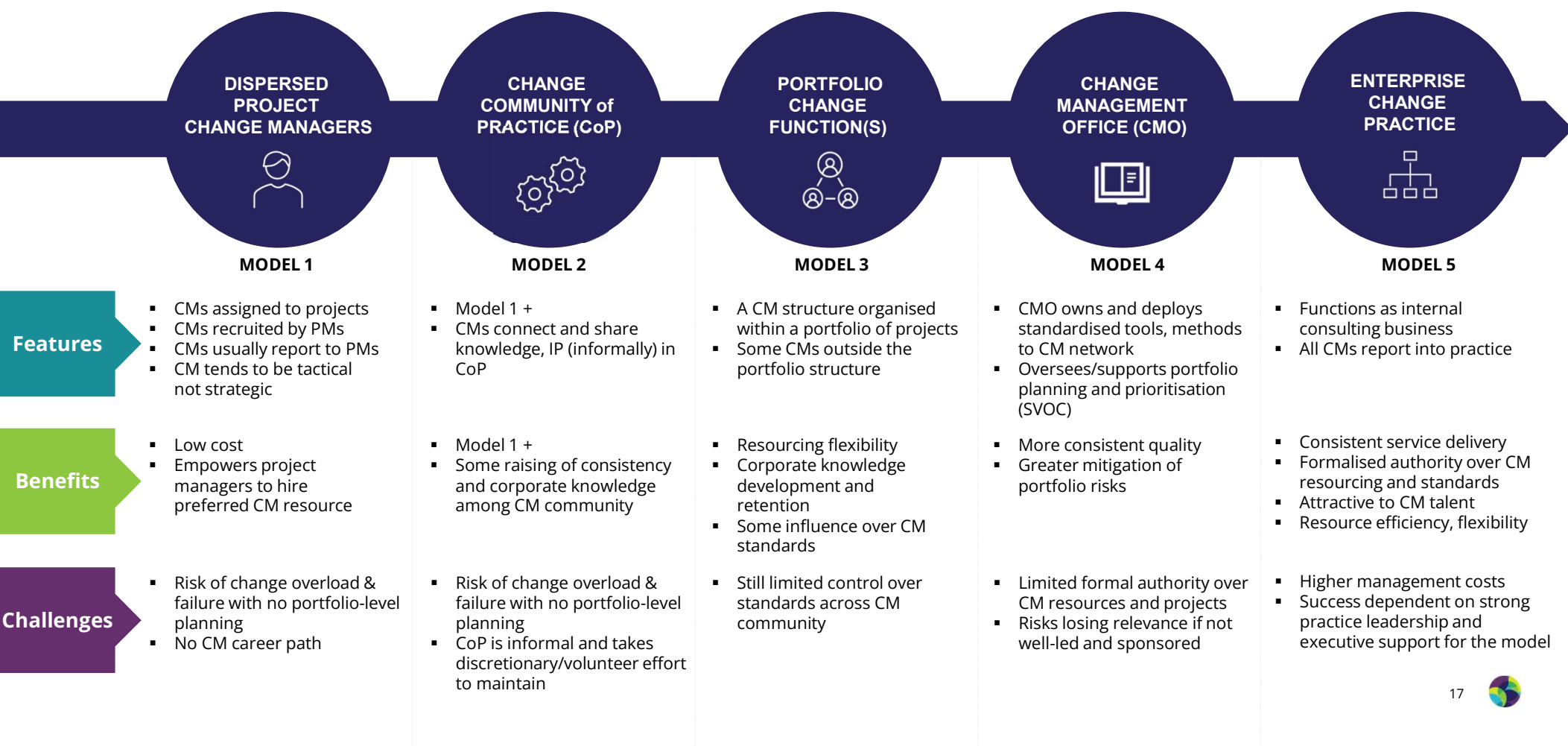
# Change Intelligent (CQ) Leadership





# Centralising change delivery model for Enterprise-level thinking, planning & consistent execution

← Low ————— **Change Management - Delivery Model** (Degree of Centralisation) ————— High →





**Leading change with a  
narrative & ongoing  
dialogue**

# Evolving Approaches to Change



## Size 11 Approach

"If my people don't want to do it, I'll kick them in the butt!"



## Manage the Change

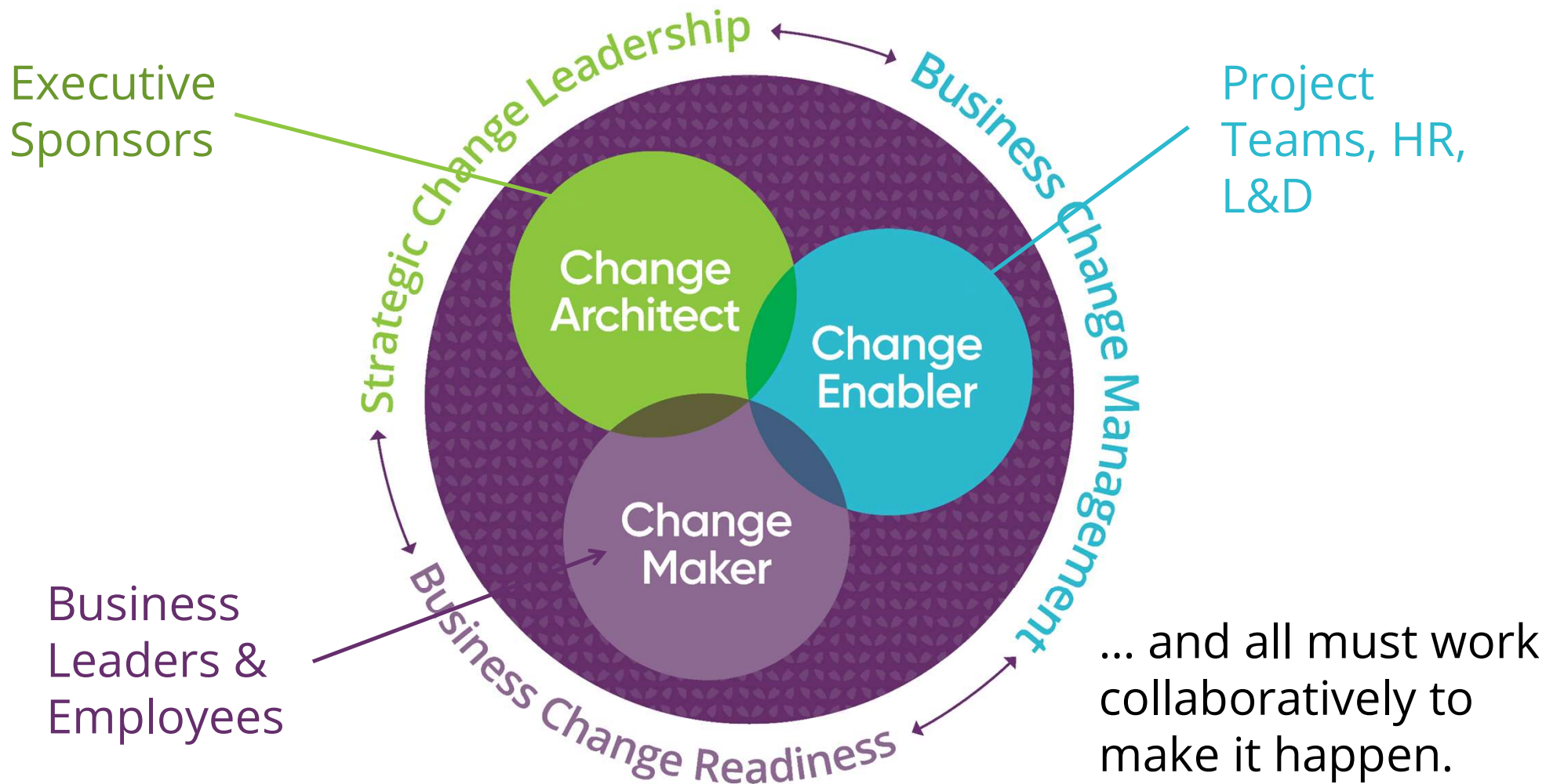
"I need to align my change plan with the project plan".



## Collaborative Change, part of Business as Usual

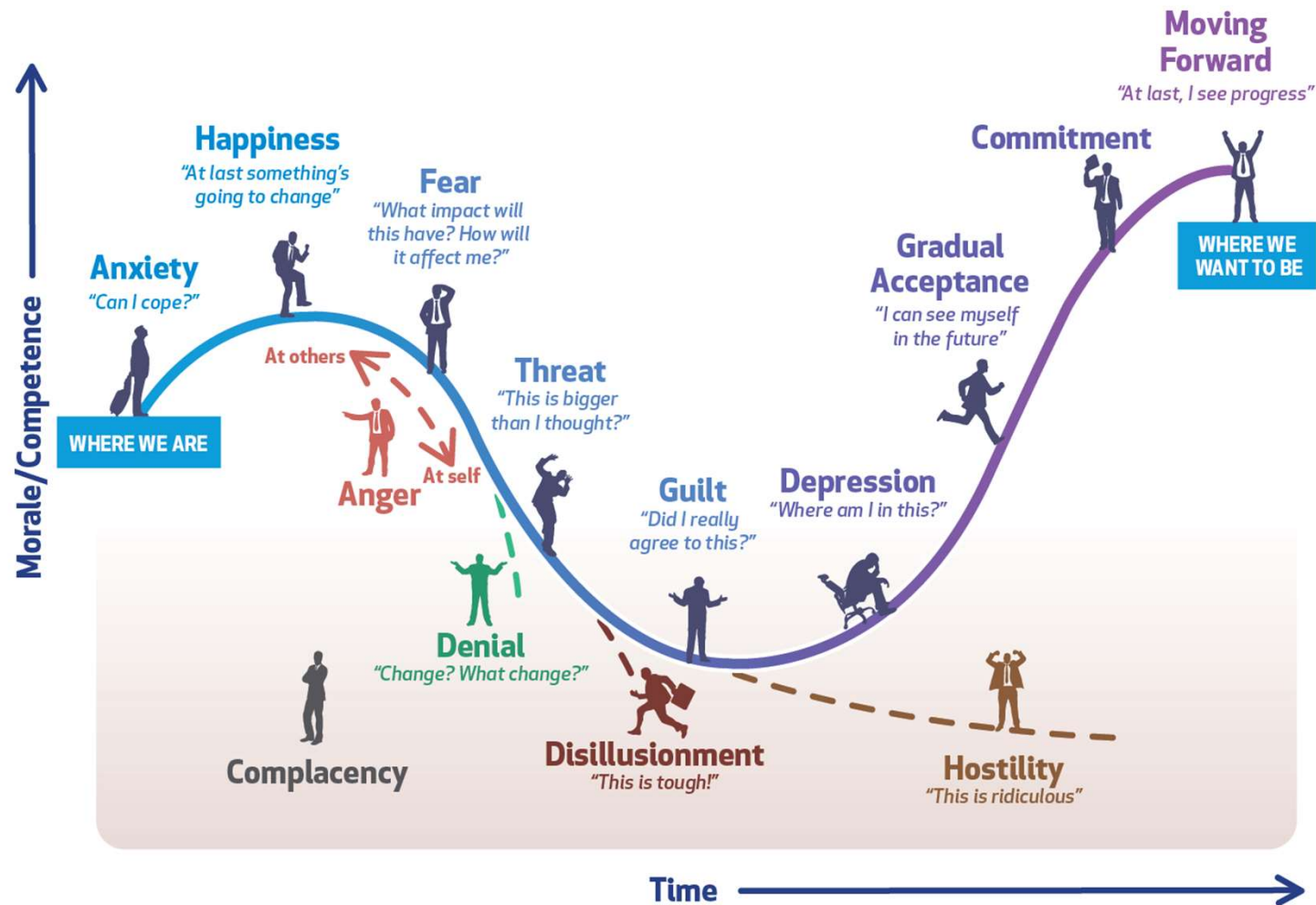
"I want to build a change coalition and work collaboratively".

# Change is everyone's job...



# Transition is a psychological journey

## Leaders aid progress & minimise 'the dip'



# The Neuroscience of Change

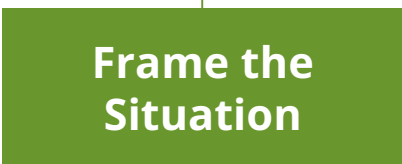
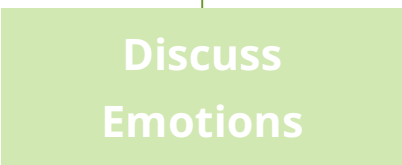
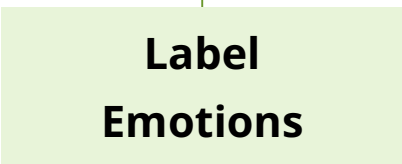
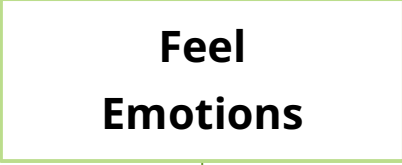
## Managing emotions – the value of dialogue

**Common**  
cognitive  
process



*(NOTE: there is a  
time and a place  
for this side too!)*

**Alternative**  
cognitive  
process



- Handy Enablers:**
- ← Time
  - ← Breathing
  - ← Exercise
  - ← Relationships



# 3Is model: a quick change narrative for your team

**The Change:** \_\_\_\_\_

**Team:** \_\_\_\_\_

## INSPIRE

- *The context, big picture*
- *Why this, why now?*
- *What's in it for me?*
- *Why is this exciting?*
- *Why should I care?*

## INFORM

- *What do I need to know?*
- *What should I be aware of?*
- *Help me understand this*

## INSTRUCT

- *What do I need to do?*
- *What is my role in making this successful?*
- *What is expected of me?*

Reflect on where your team is at then make an action plan to grow their support for the change

The Change: \_\_\_\_\_

Team: \_\_\_\_\_

Team member	Commitment Level				Key barrier or enabler	Your Action to increase commitment
	Resistant	Passive	Supportive	Advocate		




## Key questions anyone can (and should) ask to better understand, support & feel good about any change.

1. **Why** are we doing this?
2. How are we **impacted** by this?
3. **When** is it happening?
4. What does **success** look like? For me, for our business?
5. What are the **risks** and how can we avoid them?
6. How much **time** should I allocate to managing the transition?



**Thank you.**

The background of the slide is a photograph of three people in a meeting. A man with glasses and a beard is on the left, looking towards the right. A woman is in the center, smiling. Another person is partially visible on the right. The image is overlaid with large, semi-transparent, overlapping circles in shades of purple, blue, green, and yellow. The text "Appendix: Client stories" is overlaid on the left side of the image.

## Appendix: Client stories



*"Blue Seed were the perfect partner for us. I highly recommend them."*

Rob White, CEO

*"It has been great to work with you and the Blue Seed Team – we have all learnt so much and helped the organisation move forward."*

Elise Taylor, General Manager, Strategy, Quality & Risk

*"I was impressed by how quickly you came up to speed then so quickly started delivering tangible outcomes, in a practical way that was fit for purpose for CPA."*

Ida MacCarthy, Senior Manager, Projects & Change Management Office

## Accelerating change management maturity for transformation readiness & success

### Situation

Cerebral Palsy Alliance (CPA) had grown rapidly, raising the need for organisational change, enabled by new systems, operating models and processes, to support their newfound scale and geographic spread.

CPA had commenced several large change programs set to impact many or all of the 2500 employees, with additional projects also in early planning stages.

These significant investments in change, stood to deliver significant operational and strategic benefits. Ensuring success and avoiding a wasted investment was a critical, strategic priority.

The organisation has a passionate, purposeful workforce, regarded as a great asset in service of CPA's stakeholders and maintaining care of clients. The executive team also acknowledged that all employees were essential to successfully delivering CPA's planned customer and employee transformation programs.

With the planned greater scale of change impacting the workforce, it was critical that the portfolio of transformation initiatives were managed in a structured, methodical manner, to maximise support and adoption by managers and employees.

### Rapid Assessment & Uplift Roadmap

Blue Seed worked closely with CPA's executive team to conduct our Change Maturity Accelerator, providing an independent assessment of CPA's organisational change capability as well as a capability uplift roadmap, to dramatically increase CPA's ability to execute a larger, more complex transformation.

The assessment revealed the need for rapid development of several people, process and system assets, in order for upcoming change programs to succeed. The value and urgency for mitigating the risk of change failures was apparent.

### Building the Change Capability Assets needed to enable transformation

Following our initial assessment, Blue Seed's team commenced executing the capability uplift roadmap. This included developing:

- A new change delivery model, to remove project siloes and enable consistency, including job design and supporting recruitment of several new roles
- A tailored single-view-of-change tool and governance process to oversee and appropriately sequence all change projects for digestibility.

- A bespoke change management framework and methodology, to enable consistent, quality execution within the change delivery function
- A strategic communications framework and collateral to support CPA's updated strategy

In addition, Blue Seed's engagement lead met the exec team monthly and developed advisory and mentoring relationships with key C-suite executives and project leads, to further enhance change leadership and governance capability and confidence.

Our team presented our market-leading thought leadership through the engagement to enable further enterprise agility, including several presentations to 300+ managers at their monthly managers forum.

### The Outcome

Blue Seed's partnership extended over a year, with value regularly delivered along the way. It was a close, rewarding partnership with lasting relationships cemented.

With a multitude of new capabilities installed, CPA's executive team and project delivery leaders were now well-equipped to plan and execute their customer and employee transformation programs.





Our assessment was informed by:

50+

Senior leaders engaged



30+

Stakeholder Workshops



19

1-on-1 Focused Conversations



29

hours of conversations with Leader



50+

Documents & artefacts reviewed



## Change Readiness & Maturity Assessment to enable New Zealand Police to become match-fit for their pipeline of future transformation

A runway of 200+ change initiatives presented a challenge and created risk regarding New Zealand Police's (NZP's) capacity to design, adopt and absorb this level of change over coming years. Whilst there was agreement that urgent 'air traffic control' capability was needed to prioritise and sequence change activities effectively at the enterprise-level, senior stakeholders had been unsure how to achieve this sustainably.

To address NZP's "change challenge", Blue Seed worked with our client to:

1. Leverage Blue Seed's Change Capability Assets model to conduct a current-state assessment of New Zealand Police's organisational change capability.
2. Utilise our proven Change Maturity Accelerator methodology to rapidly gather insights and influence key stakeholders to support the change capability development journey.
3. Deliver a diagnostic report detailing findings, recommendations and supported by a roadmap (including quick wins) to lift NZP' change capability over the next 2-3 years.

### Change Readiness & Maturity Outcomes

Our Change Readiness & Maturity Assessment led to a comprehensive set of recommendations aimed at building change capability and maximising future adoption of change by:

- ✓ Shining a spotlight on pain points and opportunities
- ✓ Giving a voice to NZP's people on the topic of change, adoption and readiness Establishing a Change capability and change leadership baseline
- ✓ Building confidence and clarity in a plan to move forward
- ✓ Making sure the plan is achievable by matching it our client's capacity for action

*"Blue Seed Consulting provided the industrial strength capability and experience required for New Zealand Police to truly understand the impacts, opportunities, risks and investment needed to manage the large scale and complexity of the change ahead.*

*This work came off the back of Blue Seed Consulting's assessment of our change capability which resonated with the Commissioner, Executive team and our District Command leadership. Blue Seed's roadmap, recommendations and continued expertise are helping us build a capability that will enable us to deliver a period of transformational change for New Zealand Police."*

*Leigh MacDonald, Executive Director, Strategy & Transformation*





# Helping an ASX-listed multi-national digitally transform to meet the growing, changing needs of a unique sector



- ▶ ASX-listed
- ▶ Multi-national
- ▶ Multi-brand
- ▶ Death-care sector

## BUILDING THE CHANGE FUNCTION KEY DELIVERABLES

- ✓ Change Maturity Review
- ✓ Stood up Enterprise Change Governance
- ✓ Designed a new Change Delivery Model & Method
- ✓ Change Leadership Development training
- ✓ Communications Capability Uplift



- ▶ CEO & exec team partnership
- ▶ Raised the profile of change management
- ▶ Supported change delivery & capability development

### InvoCare's Situation

InvoCare is a leading provider of funerals, burials and cremations in Australia, New Zealand, and Singapore and operates private memorial parks and crematoria in the ANZ region.

Implementing change programs leveraging technology to enable digitalisation, automation and ecommerce channel enhancements, required teams across InvoCare's multiple brands to take time to understand, adapt and sustain an array of transformational changes.

### The Challenge

Despite showing strong resilience through COVID-19, InvoCare's growth and digitisation journey was not keeping pace with the increasing death-rate and need for digital streamlining driven by a challenging labour market. Despite good returns, pressure was mounting to improve.

As a publicly listed company, with 2000 employees, in 336 locations across countries and brands, InvoCare is a complex organisation, that required more modern and effective change management capabilities to ensure predictable success.

Change programs had not delivered to expectations, with the workforce slow or unable to support and adopt strategic change programs.

With an increasing volume of changes planned there was growing urgency to rapidly uplift the enterprise's change capabilities to enable greater support, adoption and business value realisation.

With millions of dollars invested in change and critical capabilities and benefits needing to be realised quickly, there was great urgency to enhance InvoCare's change capability. Added pressure from a workforce experiencing extreme demand only fuelled the need.

### Blue Seed's Solution

Leveraging our Change Capability Assets model © Blue Seed partnered closely with the CEO, executive & project delivery team to assess and develop InvoCare's change capabilities.

Utilising our proven Change Maturity Accelerator methodology Blue Seed rapidly gathered insights and influenced stakeholders to reflect on the changes needed and support the change capability development journey.

Providing a clear path forward with insights, recommendations and a roadmap, including quick wins, to lift InvoCare's change capability, Blue Seed then acquired CEO support to design and install new capabilities including:

1. A new tailored change delivery function and methodology
2. Single-View-of-Change reporting and enterprise-level change governance
3. Change leadership training for senior leaders
4. A clear enterprise change narrative and enhancement of the comms function
5. Expert mentoring and advisory support to build the 'change mindset' and awareness of all executives and delivery team.

Blue Seed also provided expert change management consultants to help deliver InvoCare's top-priority, major change programs while providing advice and demonstrating best-practice change management.

As a result of Blue Seed's support, InvoCare now has the organisational capabilities needed to successfully deliver on its ambitious change agenda.





EQUIP FOR TRANSFORMATION BY  
BUILDING ENTERPRISE CHANGE  
CAPABILITY

3

Year Roadmap

14

Initiatives



Enterprise People  
Change Function  
Services and Roles  
designed

Change Capability  
Assessment

People Change  
Framework

Methods and Tools

Single View of Change  
Concept & Data  
Requirements

## A three-year Change Capability Uplift Roadmap to build the specialist team, services and practices for transformation success

Queensland Rail faces a decade of unprecedented expansion and change to meet the challenges of accelerating population growth, customer expectations and Olympics readiness.

Recognising that successful change management will play a critical role, Queensland Rail's Transformation team engaged Blue Seed Consulting as an expert partner for 12 months, to build change capability. Desired outcomes include:

- Strategic alignment through consistent change narratives supporting QR transformation agenda
- Improved project benefits due to effective change adoption
- Increased efficiency in resourcing for change delivery
- Change leadership capability enhancement at each leader level
- Reduced risks of change via consistent high quality change management processes and assurance

Key achievements and capability uplift over this period included:

- A Change Maturity Assessment informed by engagement with leaders and change enablers across the organisation, applying Blue Seed Consulting's Capability Asset Model.
- A 3-year Roadmap to build the assets needed for successful, scalable change capability.
- A Service Delivery Model for an Enterprise People Change Team, and support for the selection and appointment of an Enterprise People Change Leader.
- A People Change Framework and Toolkit to support effective change management at each phase of the People Change Framework.



*"The Blue Seed team worked closely with leaders across the business, quickly building rapport and a strong connection based on the problem QR needs to solve - embedding change and realising benefits through proactive people change. The change maturity assessment methodology allowed us to identify key pain points and to build a prioritised roadmap to address capability gaps over the coming years."*

Glenn Mackenzie, Senior Manager  
Transformation





## From change-fatigued to change-capable & confident

Our client, a renowned Australian financial services institution, was experiencing significant, regular changes across all divisions. From new operating models, human capital, digital platforms and workplace transformation, the portfolio of change was vast and impactful.

While a sense of excitement initially underpinned the transformation portfolio, change fatigue soon set in. Many employees had lost touch with why all of these changes were bombarded upon them so rapidly and found it difficult to run the business while adapting to so many changes.

Leaders were equally under pressure with capacity tested across the business. With the uncertainty and chaotic approach, leaders weren't sure what their role was in driving change success or how to go about it.

The organisation's change management practice leaders identified the need to develop the organisation's change leadership capability, so engaged Blue Seed to deliver our CQ Leader program.

Following the delivery of an initial pilot program to a key cohort, Blue Seed went on to train more than 200 leaders across middle-management up to the Director level. Based on feedback, leaders strongly agreed that the CQ Leader program led to a significant increase in the change management and leadership capability.

Over the course of 12 months, Blue Seed rapidly boosted the organisation's change leadership capability. Leaders now had an understanding of the critical role leaders play in driving awareness, understanding and commitment to change, thereby enabling adoption across the entire transformation portfolio.



*Blue Seed are a delight to work with. They are highly experienced change professionals so they completely understand the change challenges that our organisation is going through and have adapted their approach to suit our needs and strategic intent. We value the external experience, insights, coaching support and the fun that the Blue seed team brings to the table. This has been a significant help in supporting our leaders to 'lead change' in our organisation.*

*In my personal opinion, the 'change intelligence' program is the best one day workshop for leading change that I have seen to date. The presentations are engaging, informative and polished with high quality collateral and a focus on creating the right learning environment. From the moment that our participants walk into the room they feel excited and know that this will be a special learning experience.*

*The content is a nice mix of theory, practical templates and great change management models especially on change sustainability. There is also time for practical application and group discussion. The expert facilitators ensure that there is a safe environment to speak openly and candidly and it is incredible to see so many 'aha moments' due to these facilitated conversations. Blue Seed worked closely with us and tailored the course to the experience level of the participants so that it 'hits the mark' each time.*

*I look forward to continuing our work together.*

Brenda Frith, (fmr) Head of Change Management, AMP







Talk to us when:

- + Change is a necessity, doing nothing is holding you back.
- + Change is planned, and you're preparing for it.
- + Change is a reaction to a situation that requires a response.
- + Change underperforms, recent change efforts are not delivering ROI.
- + Change merits expansion, a successful change program can be extended to other areas, markets or communities.

Contact:

**Huw Thomas**  
**Director**

+61 414 186 165  
huw@blueseedconsulting.com



**Blue Seed Consulting Pty Ltd**

+ 61 (0) 2 8231 6438

enquiries@blueseedconsulting.com

T2, 36-38 Bydown St, Neutral Bay, NSW 2089