

1. **Thou shalt know thy audience - thoroughly.** Know who will resist, know who will embrace, but most importantly, know that the vast majority will fall into neither camp. If you have the project, program or organizational capacity, identify and cohort individuals (use MBTI or other personality or behavioural criteria) and anticipate and plan for both individual and group reaction. Establishing culture is a service Busby and Associates Consulting offers, and one, which is critically important to assess best approach. Also important is to identify "outliers" as they will have a large impact on the success of your change or transformational efforts.
2. **Thou shalt not cram round pegs into square holes** i.e. Social Workers do not [typically] make good IT Project Managers, nor typically do IT Project Managers make good Change Managers. Seek to understand what needs to be done, how it needs to be done, and who has the highest probability of success in getting it done. After you have answered these questions, marshal the right people/resources to get it done. Do not create unrealistic objectives that have a low probability of being achieved; which do not reflect the essence of what you are trying to do; or which fail to acknowledge the non-transferability of core skills.
3. **Thou shalt keep the good of the people and the good of the organization in balance.** If you tip - one way or the other - you risk sacrificing all. All change, transformative or other, initiated by organizations may not be good for either its employees or itself. Some change is destructive, ill conceived, hurtful, and has lasting negative impacts, which linger well beyond the change initiative (in some cases, years beyond). If you think that change is in and of itself the goal, then think again. As a senior manager or C-Suite staffer you may believe that "shaking things up" produces results. However, be mindful that the doubled edge to this sword is that fear-based change often creates severely diminished and lasting employee disengagement and a drift or exodus of talent away from the organization (at inopportune times). "Tough-minded" organizations, or worse, those that want to be perceived as "tough" will eventually succumb to their own faulty strategy. It takes courage to take the high road during economic downturns and to really focus on people – the heart of your or any organization. Beware of senior staff or organizations who routinely engage or whose core belief is that downsizing is a regular management

- activity. Also, guard against "group think" or jumping on the proverbial "band-wagon". Be strategic about what changes you make; know why you are making them; and know the impact.
4. **Thou shalt communicate in language that is clear, precise, fair and honest.** Neither oversell benefits nor under-deliver the outputs or outcomes of the project or change process (outputs and outcomes are different). Trust usually reaches an all-time-low during a change process, so make sure you do not make it worse by "beating around the bush" or muddying the message that people need and have a right to hear. Avoid "jargony", euphemistic, and inappropriate language. Get clear and stay clear. Worst of all, do not lie, inappropriately reframe, and attempt to sanitize, or whitewash a change process, which requires de-staffing. Remaining staff with high principles and integrity may not forgive you if they feel duped.
 5. **Thou shalt undertake thorough analysis** of the environment, people, processes, finance, statistics and other program and project factors before embarking on your change process. People are the most important assets organizations possess. Alternatives and impacts should be thoroughly studied before precipitous action is chosen. Also, by undertaking analysis and implementing a continuous change process at the beginning of a project, you improve your opportunity for buy-in and ultimately, success. Management texts are full of examples of poorly planned or implemented change. Some organizations are toxic for years after. Some never recover. Be careful. Change "on the fly" will require deflection, inappropriate reframing, and hedging against the truth – these will be recognized and communicated throughout the organization.
 6. **Thou shalt create a clear, compelling vision and strategy,** and consistently share it with those affected by the change - at all levels. If you can't paint the picture, then how much credibility exists? By this I do not mean engage your staff in "rah rah" sessions or team-building exercises prior to swinging the axe. Most people are cleverer and can usually sense when something is about to happen. Granted, some staff will clamber on the bandwagon, but these staff are typically not the ones you need to reach. Simply get crystal clear on the structure, purpose, functions,

and interrelationships of your organization; paint the picture; and then share the picture with clarity and sensitivity to staff.

7. **Thou shalt not celebrate victory or pat yourself on the back too soon.** Taking action can release energy, but the release of initial energy does not confer lasting positive effects. It takes resolve, perseverance, and guts to stick to a worthwhile change program once begun. Change takes time to accomplish, and even more time to anchor into a new or existing culture. It is always more onerous than originally anticipated, so where possible, avoid the 'Dub-ya' Aircraft Carrier victory speech. For those of your unfamiliar with the reference, this Victory Speech on the aircraft carrier in the gulf just preceded the actual War in Iraq.
8. **Thou shalt trust the people, but none too much.** Most people have a Machiavellian streak in them. If changes aren't "taking", you might be surprised to hear some of your senior "change agents" have been undermining the process - your process. Do not assume anything in a change process. Further, do it with integrity and sensitivity and you will reap the rewards. Do it without integrity and sensitivity and the organization will reap the effects of your blunder.
9. **Thou shalt remain cautiously optimistic** and convey this throughout the change process (and after). People need to hear a sound; well-thought-through message after the initial change shock is over (don't be a Polly-Anna, but be realistic and hopeful). Sometimes setting the ball in motion is enough to have it move to where you want it to go. However, this happens only with a clear vision and a purposeful orientation toward change. By all means convey a sense of urgency, but do not dwell on the dire consequences of not doing it. If you do not know what your end-state is (structurally), then find this out before you begin.
10. **Above all, to thine ownself be true.** Most change is disruptive and in many cases, massively disruptive. If you responsible for driving the change process, then you likely have some control over its severity, depth and chronicity. Be honest with yourself and those impacted. People appreciate honesty above all else. They may not always like it, but they will usually appreciate your candor and forthrightness. Nurture strength of spirit and courage to prepare for

these times. There comes a time in everyone's life where we are forced to look deep into ourselves to determine what we are prepared to do or not do. Have the courage to live by your own moral and ethical code. If you can, avoid the "Colin Powell" speech to the UN on "Weapons of Mass Destruction". If you know something is not quite right, then do what you know needs to be done and to thine own self be authentic and true.