



This contribution is part of the ‘risk assessment’ series that readers have sent us. It deals with the tricky ‘people aspect’ of organisational change. It is from Archie Mundegar, an organisational change expert, who writes in a private capacity.

Initiating change is one thing. Making it stick, so that when you’re not watching, people will continue to work with commitment in the new way, is another.

I have seen many a corporate initiative fail:

- Because leaders thought that communication meant sanitized generality should be pushed out through a communications team and didn’t invest stacks of time in having an authentic conversation with as many key people as possible
- Because people weren’t consulted - not patronised because they were supposed to ‘feel involved’.
- Because the top level sponsorship was not delivered in the right way (walking the talk not just talking)
- Because there were inadequate reinforcement measures to incentivise what is wanted and disincentivise what is not wanted

Andrew Lansley may be spot on. His direction could be the perfect solution to the current rock and a hard place challenges. But it will matter not one jot. Because the deployment of the change he seeks already looks deeply flawed. He is making the people who have to *do the change* feel all the wrong stuff. When he is not in the room the conversations that matter will not be those that are needed to give his ideas longevity.

Shame.

People will judge the ideas by their results but it will be the deployment that condemns them to failure before we find out if they were truly beneficial.

It never ceases to amaze me how people with significant positional power often don’t make use of solid best practice. It seems a little empty to be making so much effort to make real change stick at Trust level only to find at the top of the tree, where there is maximum leverage, that the same intelligence is not being applied. And yet that intelligence sits on many a book shelf.