

Sample Respondent Comments

I think what is most critical to success in the research is what companies have not done. Success is based on getting the right mix for your culture. Different companies need different degrees of different things. Your company might have in place what I see as most important but not what I rank as #8 on the list. The other point I want to make is that we really do need to change the hearts and minds of people. Too often change elements are transactional in nature and not transformational.

I am not sure that you can rank the importance in the way you have. The reason is that a successful change management approach is a process. So you need key elements to start, then follow a process. Anyway it will be interesting to see the feedback.

Good focus on CSF, covers quite a bit. Not much about psychology of change, which is non-rational. Pace of change is another big issue.

Excellent survey. I would have been interested in knowing more what people consider the primary and secondary drivers for change i.e. the 'real' reasons for change are often different to those that the organisation suggests/proffers to internal/external stakeholders.

The order of the above may vary slightly depending on the size and complexity of the change. If it's large, complex and involves a number of key stakeholders it is essential to get the upfront stuff done first before focusing on designing/delivering the change itself. Leadership is clearly a very important piece but often the focus is only delivered to senior players but it's the middle management/line managers who have the real influence over the people whose behaviour we are attempting to change and they must be as engaged and motivated as the leaders. Performance Management is critical as generally people will only change behaviour if they are being measured and compliance is acknowledged and non compliance addressed. Designing and deploying change is the "easy" bit - it is critical that similar effort if not more is delivered to the monitoring and embedding of the change as it becomes business as usual to ensure the outcomes and associated benefits are realized.

I always treat communications, not as one factor, but as a foundational piece to leading change. I believe that during major change, it is impossible to over communicate.

Work People, process and technology from an overall SYSTEMs perspective.

Hard to rank the critical success factors. None of them are "nice to haves". Key thing is understanding where your gaps are and getting them sorted before committing major investment to change which otherwise will not succeed.

Really interesting survey. I'll be interested to see the results. Ranking 1-10 is an interesting exercise on this because, wither possible exception of the bottom two items, a big change programme without any one of the items you list is unlikely to succeed, either at all or in part.

An attention to the impact of the change on the people who work in the company.

Leadership alignment and engagement.

A strong communication plan for engaging stakeholders, regular updates, and for collecting input/feedback.

Successful change needs an absolute focus on people and a particular focus on proactively leading people through the transition phase.

Please don't come up with yet another "method".

Successful change is really about communication, communication, communication.

Far too many projects commence without a clear understanding of how it supports the overall business strategy, goals and objectives. They are otherwise known as "pet peeve" projects which may have tangible impact to a particular business unit, but fall short on total enterprise value. ROI based Portfolio Management helps flesh these out.

The most powerful factor is obtaining "Buy-in" from the people who are affected by the process change. The program or project needs to show direct and ongoing benefits to people, company and community.

Communications and relationships is a key factor in achieving a successful delivery. SRO's need to be able to take the negative views positively. Mutual respect within the delivery team is key to effective leadership of the team. They must feel that there is an openness in the management style and trust that all issues are actively raised to the SRO. I would also like to comment on the skills/knowledge of the client/SRO. Knowing the abilities of this person should also be taken into account when embarking on a delivery of change. If they are a dumb client/SRO their expectation management of staff/stakeholders will cause delivery issues. Just comments from previous experience.

Really struggled with this - if this is a set of the CSFs for a CMP then I'm not sure where the value lies in ranking them - apart, of course, from making us stop & think about each of them in turn. I can see that different CSFs are relatively more or less important at different stages of a CMP - but I guess my overall response would be to say - Please rank the following key parts of an engine in relative order of importance: Cylinder head; Main bearing; ECU; Crankshaft; Water pump; Injector; Etc..... Hope this is helpful.

The initiatives are one thing, to abide by them is the tough part in managing the change.

One of the difficulties all businesses face is how to separate out external influences on business benefits. The global economy we all work within is not predictable - was for example Sir Fred Goodwin's actions the sole reason for RBS; rise and fall, or was he just in the right place at the right time and then the wrong place at the wrong time!

I find your long sentences to be awkward. Some parts would rank high, but then the compound sentence makes them less so. These two, for example are problems for me: Governance arrangements which are focused on outcomes, not just process - governance can't manage the outcomes, without managing the process, the people and the resources required for success. Performance Management which is open, fact-based and focuses on benefit delivery - should it not focus on barrier removal as well?

Organizations need experienced, knowledgeable, dedicated resources who can coach, train and direct when necessary to help steer the enterprise and the change leaders through this process.

Unreserved leadership commitment to change should include acknowledging that they do not hold all the answers and be receptive to professional assistance from others.

In many cases I have noticed that firstly changes are taken on with poor planning and generally don't have any support from management or stakeholders even though it is their change. Good planning with leadership involvement and support have been key to most of my successes.

Tough to choose between some of the lower choices - some of the choices are interlinked (e.g. good plan will have taken availability of sufficient resources & funding - or included lack of these as risks).

The major challenge facing the consulting profession over the next few years will be delivering revolutionary change in the public sector. Public sector debt is not sustainable at present levels and cuts alone will not address the underlying issues. Change on the scale of a Thatcherite revolution will be required from restructuring unsustainable pensions to introducing performance management and a level of accountability never before imagined.