

| Leading Culture <i>driving performance</i> | | Top 10 Transformation Tips |
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| 1 | Whole of Company Commitment | <ul style="list-style-type: none"> ✓ Transformation must occur across the whole business ✓ Be careful not to let some areas lag behind |
| 2 | Data Driven | <ul style="list-style-type: none"> ✓ Implement change based on facts ✓ Don't assume, always measure and prove ✓ Implement new controls and check the checkers |
| 3 | Strong Governance | <ul style="list-style-type: none"> ✓ Governance committee members must have experience in major change ✓ Regular reporting with full disclosure |
| 4 | Change Behaviours | <ul style="list-style-type: none"> ✓ Leaders must walk the talk and be first to change their behaviour ✓ If behavioural change training is not built in, old habits will quickly return ✓ Find and train change champions |
| 5 | Communicate Relentlessly | <ul style="list-style-type: none"> ✓ Regularly describe the end state ✓ Formal and informal, visible in every part of the business ✓ Use written, verbal and social media to promote, recognise and celebrate ✓ Keep selling the vision, but no cheesy spin |
| 6 | Remove Blockers | <ul style="list-style-type: none"> ✓ Managers who resist change or who fail to mobilise must be removed swiftly ✓ Even those with good intentions will block if they don't share the vision ✓ Allow people to leave with dignity |
| 7 | HR Makeover | <ul style="list-style-type: none"> ✓ All HR systems and processes must be updated to ensure alignment with the desired outcomes ✓ Get HR skills - IR experience is critical, OD skills lead the rebuild |
| 8 | Test, Learn & Fail Quickly | <ul style="list-style-type: none"> ✓ Not every intervention works. If it fails, acknowledge, learn & move on quickly ✓ Accept that interventions will have gaps, which must be plugged, but not necessarily now |
| 9 | Manage Mood & Energy | <ul style="list-style-type: none"> ✓ Most people want to be part of something successful, so don't abuse good will by running open ended change programs ✓ Implement change, put in good controls, train people and then trust them to get it right |
| 10 | Recognise & Celebrate | <ul style="list-style-type: none"> ✓ Celebrate the wins, sometimes they will be small ✓ Recognise 'change' behaviours publicly ✓ Be authentic and show gratitude |