

# **Managing Both Performance and Change Successfully: 10 Key Principles to Apply**

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## **1 Keep Performance Results the Primary Objective of Behavior and Skill Change**

As a manager, you need to get your people to recognize and accept that change is necessary and is part and parcel of life. Few people change for the sake of change. But they'll change when their organization's performance and their personal contributions depend on doing so. You must therefore ensure that everyone pays constant attention to the performance results of their efforts to learn new skills, behaviors, and working relationships (Douglas, 1996). Otherwise, neither change nor performance will occur.

## **2 Ensure Everyone Always Knows Why His or Her Performance and Change Matters to the Organization's Purpose and Results**

you aspire to lead change, you must continually help people link their efforts to the big picture. In other words, you need to help them to help them understand what's at stake for the organization, and what's at stake for them individually.

## **3 Take Care of the Human Side of Change**

"Changes, even moving offices or relocation, are about people. Changes create anxieties and people may feel stressed; their anxieties can in turn undermine productivity and morale. Do not surprise your staff. Do not pull the carpet from under their feet, 'I got a surprise for you!' is wonderful if it is your birthday with you at the receiving end, but not with organizational change. Even positive surprises need advance warning. Do plan for the change and watch out for the unexpected" (Low, 2001:133). Leaders inform the people in advance of the changes to be made; the rationale and direction must be clearly explained.

## **4 Continually Increase the Number of Individuals Joining You...**

Especially in being responsible for change. No one can change behaviors for someone else. People must own their need to change. They must be responsible for their own behavior change. But you can and should do whatever is possible to enlist more and more people to join you in taking that responsibility. Your goal is to shape them and yourself into a cohesive group, a "we" who will make both performance and change happen. This requires close attention to whose changes matters most. That is, what skills, behaviors, and working relationships they need to learn, how those relate to performance; and whether progress is being made (Douglas, 1996).

## **5 Provide the Resources and Support**

Inform and update. Various types of support have to be given to your people too. Emotional support also needs to be given. Allow your people to express their views, listen to them, and put them in a position to learn by doing. You need to continually create the performance commitments and contexts that supply people with a chance to experience change. You should deploy much help such as training, advice, reinforcement, mostly when people need it to meet specific goals, not before they have even set any goals.

## **6 Improvise**

If neither you nor anyone else has the existing skills, behaviors, or working relationships needed to perform, how can you expect to rely exclusively on what you already know? Change demands that you **try** things out, take action, see what works and does not, and discuss among yourselves.

## **7 Concentrate on Organization Designs On the Work People Do...**

Not the decision-making they have. When organization performance depends on new behaviors and skills, only people can make it happen. They change how they work. New designs, particularly those that articulate a different vision for how work gets done, can inspire people to take responsibility for change. Many managers, however, habitually divert the focus of new designs away from visions of work to debates over decision-making authority. As a result, the people whose behavior change matters most get frozen while a selected few engage in expensive and time-consuming power struggles. When the dust clears, whatever new designs emerge say much more about decisions than work.

## **8 Rely on the Power of Teams**

The team is indeed a better, more powerful unit to promote **both** performance and skill change. But recognize that performance challenges - not the team's desire - are what create a real team. And not every performance challenge demands a team. Many are better handled through classic individual assignment **and** responsibility. Thus, if you wish to drive broad organization performance and change, you must constantly identify those performance opportunities where teams can make the biggest difference - and then tap them **for** all they are worth.

## **9 Focus On the Scarcest Resources**

These are energy and meaningful language. Money **and** talent **matter**. But changing **behaviors** is **hard** work. **People** who **must do it** on the **job** need **lots** of focused energy **to** make it happen. They also need the confidence arising from the language, pictures, initiatives, and personal actions you employ **to** describe purpose **and** approach. Visions that inspire meaning about the what, why, and how of change help to create, focus, and harmonize the energy needed to accomplish behavior-driven performance **and** change.

## **10 Celebrate**

**Celebrations reinforce success in effecting the change and winning relationships. Bring out the champagne when there's good news to be shared.**

**Celebrate the company's change accomplishments.**