Facing the Future with Home Care: Effecting Change Management

A double somersault, with a pike and a twist

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We partner with clients to develop solutions that improve business results, and deliver better outcomes for our clients’ customers and their communities.

Public policy
We develop public policy that improves social and economic outcomes.

Business and digital strategy
We design strategies, products and services suited to a dynamic, customer-centric, digital world.

Organisational capability
We design and then transform businesses and their cultures to lift performance.

Executive and talent development
We develop people and enable leaders to deliver great organisational outcomes.
CDC translates into change

Transform our services to be responsive to the needs and choices of the individual

Achieve success in a more commercial and competitive environment

Different models, structure and hours for our workforce based on individual choice

Change our systems and processes to support transparent budget allocation

Recruit and retain capable staff that understand and are able to deliver CDC
Challenges for CDC change

Focused on care not commerce

Subsistence-level funding and margins

Highly regulated

Complex IR environment

Casualised workforce

Geographically dispersed staff

Increasingly culturally diverse workforce

nousgroup.com
Nous defines ‘change management’ as a suite of principles and practices that, when applied well, increase the likelihood that organisations will realise the intended benefits of their improvement initiatives.

Change management is therefore both a capability and a process.

**Set direction**
- Articulate the case for change
- Develop change plan and approach

**Engage for action**
- Define leadership expectations
- Equip leaders to drive delivery

**Build and mobilise**
- Spread the word
- Engage people at scale

**Make it stick**
- Align and refine
- Hold people to account

End-to-end change management drives successful transformation
Proposition One: Follow all the leaders
Proposition Two: Be in two minds
Proposition Two: Be in two minds

**Technical side**
- Project definition
- Risk management
- Scope management
- Change control
- Administration, project reporting
- Reporting to board and business
- Closing

**People side**
- Changing behaviours and organisational culture
  - Preparation of users
  - Political diffusion
  - Impact analysis
  - Selling the change
  - Champion schemes
  - Training and education of affected staff.

**Governance**
- Project planning
- Stakeholder engagement
- Measurement
Proposition Three: Use it to make juice
Proposition Four: Fear of the dark
Proposition Five: The glass is half full
Proposition Six: What if?
Organisational culture
Shared basic assumptions, beliefs and norms.
Not good or bad rather dependent on the environment*
Assessed by: Focus groups and stakeholder interviews

Organisational values
Unconscious basic underlying assumptions*
Assessed by: Barrett Cultural Values Assessment (CVA)

Climate and Engagement
Practices, patterns of behaviour and attitudinal reactions^*
Assessed by: Staff surveys

Observable levels (Conscious)
- Reaction
  - How we react
- Behaviour
  - What we do and say

Non observable level (Conscious or unconscious)
- Thinking
  - What is top of mind
- Mindset
  - What we believe
- Core values
  - What matters most

Proposition Eight: What it?

*Schein, E. 2010. Organizational culture and leadership. San Francisco: Jossey-Bass
Follow the leaders

Ensure the whole leadership network is being engaged in decision-making and delivery. Support this even when there is limited or incomplete information.

Be in two minds

Equally invest in project management and change management to deliver on the technical and people changes required. And make sure they both work together.

Make some juice

Identify and deliver quick wins to create energy and enthusiasm for the change. Plan for them, make sure you achieve them and then promote them widely.
Fear of the dark
There will be known unknowns that really worry people, so watch for the fear, engage in the discussion, and translate the change into their context.

The glass is half full
When things go wrong, name it and learn from it in private. When things go well, even if only a small win, celebrate it publicly and celebrate them regularly.

The what if?
Culture is key to making change stick, so measure and monitor it. Know your cultural strengths and purposefully use them to move through and embed the change.
INSERT OLD/AGED PICTURE OF GYMNAST DOING COMPLEX SUMMERSAULT