

Metropolitan Local Government Reform



Information Sheet

Determining an agreed approach to the change process

Decision Day to Post October 2015

Prepared for the Metropolitan Reform Implementation Committee by the Human Resources Subcommittee

Contents

- Determining an agreed approach to the change process..... 3
- Some questions to ask..... 3
- A way to proceed 4
- Key considerations..... 4
- Further information..... 5

Determining an agreed approach to the change process

Managing organisational change and the merging of workplace cultures is challenging. By taking a proactive approach, in a cooperative and collaborative manner, you can inform, communicate and engage people at all levels, build trust and increase positive involvement in the process of change. Every merging organisation has cultural attributes that need to be recognised, acknowledged and considered during the review, planning and implementation stages.

Studies of successful top performing organisations have found that what distinguished them from other less successful ones was their culture. Corporate culture influences the way organisations tackle problems and make decisions, people's attitude to and ability to change, the way people work together, how they interact with stakeholders and their commitment to strategy.

To be most effective, corporate culture needs to be aligned with the business strategy and leadership of the organisation.

Organisational or corporate culture is often described as “the way things are done around here”. It is created from the messages that are given and received about how people behave and are expected to behave in an organisation. Values underpin behaviour and systems, processes and decision making and can be felt as the “climate” or “feel” of an organisation.

Some questions to ask

- How will you approach the changes you need to make to develop your new organisation, whether your local governments are coming together through an amalgamation or boundary change?
- What kind of organisation would you like it to be?
- How are things done in each of the organisations now and how would you like them to be done in the new future organisation?
- What would make the new organisation a great place to work?
- How can the business outcomes for the organisation be maximised?

- What could be the risks if the change process does not go well and your new organisation does not come together effectively?

A way to proceed

- Develop an agreed set of principles and values which will inform all of your review, planning and implementation thinking and activities.
- Develop a plan, engaging people at all levels.
- Communicate the plan, how this will be implemented and how people will be engaged in that implementation process.
- Develop an agreed vision for the organisation.
- Identify potential risks and ways in which you will mitigate against them.
- Develop strategies for organisational change, linking these with workforce, organisational structure and business considerations.
- Continually seek feedback, inform and consult widely as strategies, actions and changes are implemented.
- Provide timely information often.
- Review progress against your underpinning principles and values and how the culture of your new organisation is developing.
- Celebrate achievements

Key considerations

- ✓ Leadership
- ✓ People
- ✓ Values
- ✓ Vision
- ✓ Strategy
- ✓ Risk
- ✓ Business outcomes

Further information

More information on determining an agreed approach to the change process can be accessed in the Leading and Managing Change section of the Local Government Reform Toolkit.

Supporting information and documents are available in both the Change Management and People and Culture subsections, including:

- Putting People First for Better Business, Shire of Mundaring; and
- Local Government Leadership in the Management of Change

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Determining an agreed approach to the change process is available for viewing and download from the Department of Local Government and Communities website:

www.dlqc.wa.gov.au

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