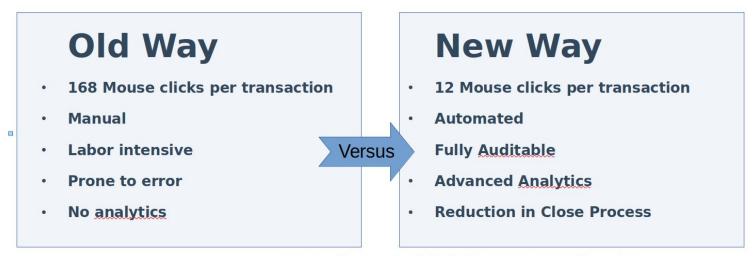
Change Management

Redesign of invoice approval process to reduce effort & errors and to get analytics



How do you think it was received?

Change is always taken badly

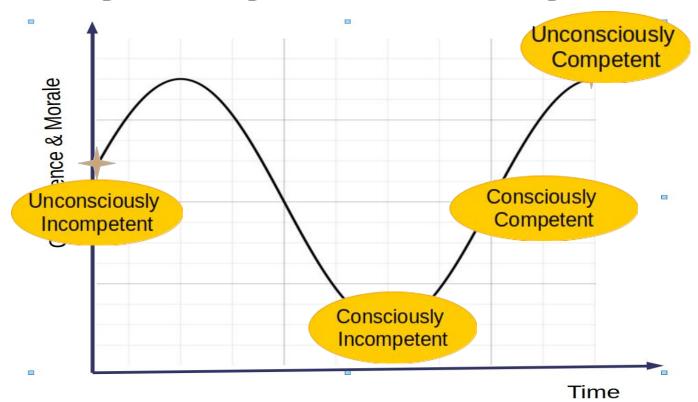
It was not received well. To get this change approved and in production, it took:

- 7 in person meetings
- 4 conference calls
- 113 emails



Personal involvement of the CIO, CFO, and two group VPs

Change Management - Learning curve



Competence stages

Unconscious Competence Unconscious Incompetence START Not knowing what we don't know Doing well without thinking, impactful habits established The dangerous/ignorant place The most relaxed and efficient place Conscious Incompetence **Conscious Competence** Knowing/Realising what we Staying focused and deliberately don't know working hard to develop The uncomfortable place, drive New habits/behaviours /patterns for learning and change or denial are forming, but are not mastered and retreat

W. Lewis Robinson



The Kübler-Ross change curve

