

Down Under John Jeston and Gina Craig

BPM is ALL about People Change Management

The development of business processes involve both people and technology to execute. It is our belief and experience that the people change management or organizational change management aspects of business process development consume in excess of 60 percent of a BPM program effort.

Unless the people (all stakeholders, both internal and external) are fully engaged and enthusiastic then your BPM implementation will be significantly more difficult and have a higher risk factor.

So how do you get ready for the changes that will be coming?

Simplistically, getting ready for change falls into two categories:

- Creating an environment that will allow and encourage people to change.
- Ensure that there is consultation and feedback regarding the change program.

Create an environment

There are essentially three broad components involved in creating the environment that allows people to change: trust, caring and ownership.

Trust is critical. People must feel they can trust their leaders and the environment within which they function, at all levels within the organization. They must believe that leaders are honest with them, have high levels of integrity and are reliable and open. People must believe that they can ask any question and get an honest answer. Table 1 shows a number of actions that do and do not fulfill these criteria. The criticality of trust is also discussed later in this Column.

Table 1

Trust builders and busters (Hriegel and Brandt, 1996: 161–169)

Trust builder	Trust buster
'Walk the talk' – that is, attitudes and actions are consistent with the words spoken or written	Talking, but not 'walking the talk'
Openness and honesty – there is no substitute for communication, communication, communication, as long as it is 'open and honest'	Not telling the truth (if communication is poor, then the organization 'grapevine' will create rumors and meaning that may have absolutely no resemblance to the truth). How

Trust builder	Trust buster
communication. Always ensure you address the 'grapevine talk'	important is telling the truth? In the 1980s, AT&T confided to Wall Street analysts that there would be retrenchments. Obviously word leaked out, and some employees even read about it in the newspapers. Work almost came to a standstill while employees worried about their future. At least two employees killed themselves (Fortune, 18 October 1993: 67). Change and the truth is a serious thing. It may hurt, but people deserve and have the right to the truth
Use the word 'we' and not 'me' – create a team environment	A more senior person who takes the credit stealing an idea from an employee and taking credit for it or, conversely, blames another for his or her mistakes. Nothing will demotivate people and break down trust and teamwork faster than these activities
Over-communication goes a long way towards eliminating gossip	'Loose lips sink ships' 'What people don't know, they make up'

Caring is about respect and empathy for others. It is about acknowledging and thanking people for their contribution and effort. Respect includes many of the trust builders mentioned in table 1. People will feel they have respect from leaders when the leaders always tell the truth, keep their word and respect each other.

Ownership is about providing people with as much control over their own destiny as is possible. It is about empowering people with information that will allow them to be responsible for their own decisions and actions, and to be held accountable for them.

To encourage ownership clarify expectations (what the organization expects from its people) and responsibility (how the organization expects its people to be responsible in their actions and behavior) – don't delegate, elevate. Provide a sense of ownership by providing people with access to feedback before the boss gets it, thus allowing people to make corrections themselves before the boss provides the feedback.

Criticality of trust

In a very real sense, the level of trust is a thermometer of individual and group (organization) health. With trust, we all function naturally and directly.

The research and findings of neuroeconomists¹ are causing other economists to rethink theories that have been based on the assumptions that people act in pure self-interest. Zak discovered that our brains are wired to guide us towards both

¹ Zak, Paul. J., *The Neurobiology of Trust*, Scientific American, June 2008

socially and individually beneficial behavior and that this motivation to cooperate happens on an unconscious level².

“Trust is among the strongest known predictors of a country’s wealth; nations with low levels tend to be poor. Our model showed that societies with low levels are poor because the inhabitants undertake too few of the long-term investments that create jobs and raise incomes. Such investments depend on mutual trust that both parties will fulfill their contractual obligations.”³

Figure 1 shows the results, by country, of the answer to a simple question: “Do you think most people can be trusted?”

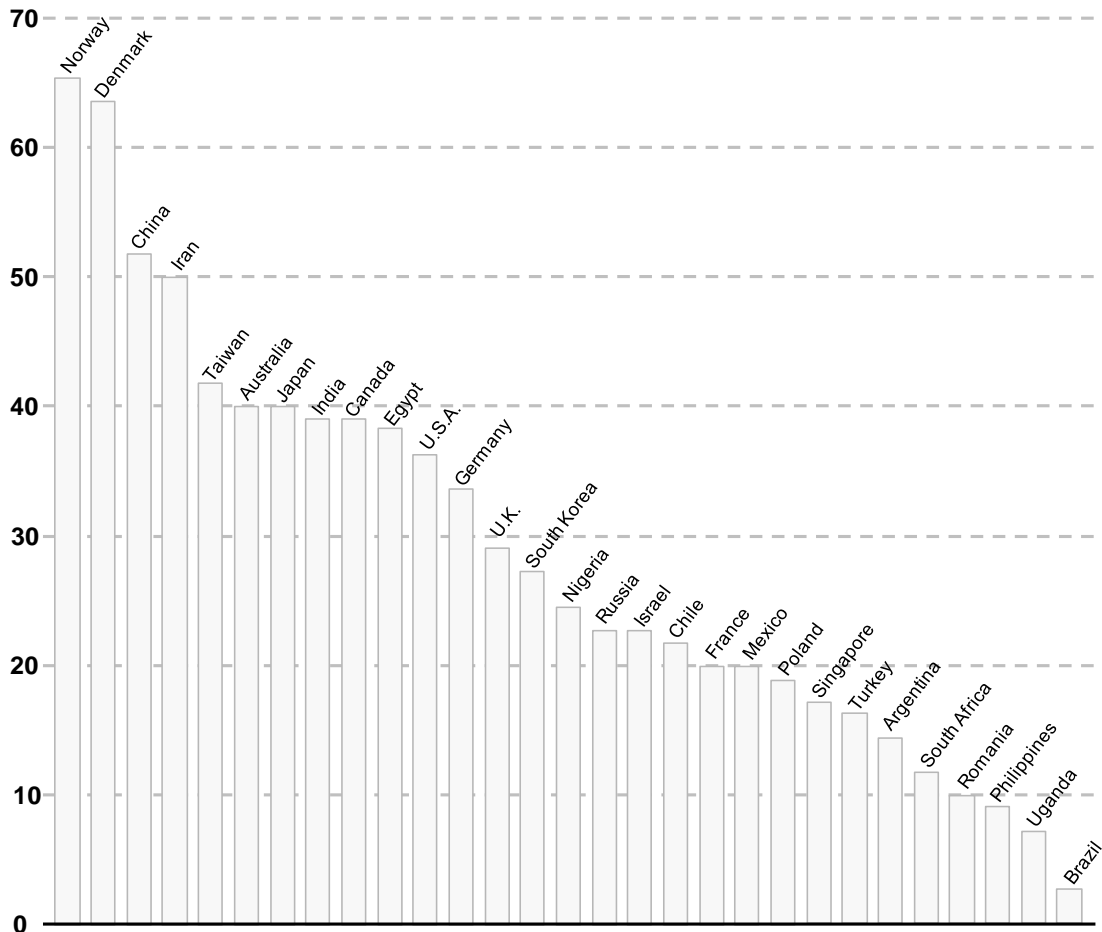


Figure 1 – National trust: trust level by country⁴

Why should we be concerned about trust at a cultural level? It turns out that the standard of living in a country is directly related to the degree to which people in the country trust each other. That is, wealth is correlated to the trust levels. Why? Because when trust levels are high, financial transactions costs are low and efficient – there is no need for elaborate contracts to protect the parties involved. Whereas,

² Somehow this little chemical (oxytocins) is not only telling us what’s good for society, be cooperative, trust other people, allowing us to live in big cities, it also tells you what’s good for you as an individual. (Zak in Horstman, M. 2005. Catalyst: Trust – ABC TV Science, ABC Online, http://www.net.au/catalyst/stories/s_1481749.htm)

³ Zak, et al, p.88

⁴ Zak, et al, p.95

in low trust environments, elaborate, inefficient means are necessary to protect the parties, making transaction costs high.

Personal income will rise 1% for every 15% increase in the proportion of people in the country who think others are trustworthy; the reverse is also true. Trust begets trust; fear escalates fear.

The national or country relationship with trust translates to individuals and organizations. So trust within an organization plays a critical role and an organization comprises a group of individuals. Trust beginning with each of us. Think about this next time you interact with another person.

Trust is essential in all our interpersonal relationships. Maister⁵, in *The Trusted Advisor*, suggests that the Trust Equation is made up of the four components shown in figure 2.

$$\text{Trust} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-interest}}$$

Figure 2 – The Trust Equation

Some of the behaviors and traits to be considered within each of these components are:

Credibility

- Be honest and authentic; no lies - not even a hint of a lie
- Speak with confidence and expression
- Be prepared; say when you don't know

Reliability

- Do what you say you will
- Link words with deeds and intention with action
- Honor all commitments
- Set clear goals and meet them
- Announce changes early

Intimacy

- Be the first to open up
- Share emotions
- Establish clear and safe boundaries
- Connect with people at many levels
- Be yourself

Self-interest

- "It's all about me" mindset
- Not listening
- Take over conversations
- Have to have last word
- Can't say "I don't know"

⁵ Maister, D., Green, C H., Galford, R M., *The Trusted Advisor*, 2001

So to return to our initial point, in our experience the people change management or organizational change management aspects are 60 percent plus of a BPM program effort.

Involve all stakeholders as much as is possible within your BPM programs. They will be the ones who will make it work, not the project team.

John Jeston



John has serious experience getting things done—the right way. For over 30 years he has covered Business Process Management (BPM), business process re-engineering, project management, systems development, outsourcing, and general management. He has held the positions of Financial Controller, Divisional Manager, Company Director, HR Director and Chief Information Officer. John is internationally recognised as a key opinion leader in BPM strategy and implementation. He has provided these services to significant organisations throughout Australia, Europe, Saudi Arabia, Dubai, the United Kingdom, U.S.A., Singapore, Mexico and Brazil. He has authored a number of books and more than 20 articles on BPM and high performance management. He is a regular speaker at conferences and a Master Project Director, with the Australian Institute of Project Management and is a Chartered Accountant.

John has authored or co-authored:

Business Process Management: Practical Guidelines to Successful Implementations (2006 and 2008)

Management by Process: A Roadmap to Sustainable Business Process Management (2008)—the only book to provide a roadmap to sustainable BPM and High Performance Management

Beyond Business Process Improvement, On To Business Transformation (2009)

He also writes a regular Column in the international *BP Trends* Monthly Update. He can be reached at johnjeston@managementbyprocess.com

Gina Craig



Gina has 30 years' experience as an adult teacher, trainer, facilitator, designer of training courses, writer and senior manager. Gina has provided these services to the higher education sector, private enterprise and large and complex government agencies.

Gina has proven expertise in the creation of, and transformation to, an extremely large and complex shared services environment. She then demonstrated that the new entity was designed and structured correctly by successfully managing the largest team within that entity. She also leaned the processes within the entity to find work and workforce efficiencies.

Gina has also been a lecturer and tutor with University of New South Wales, Australia where she lectured and tutored economics, calculus, statistics and accounting; managed and supported a Learning Management System and Learner Content Management System; lead and managed large teams of 100 plus staff; and managed numerous projects some of which resulted in \$10'sm in savings.

Gina's consulting, communication and relationship skills enable her to successfully manage and mentor individuals and teams.