Building the case for change

Leadership and learning hub

The importance of identifying challenges

The [Leadership competencies for Queensland](#) outlines the responsibility leaders have to embrace change and lead with focus and optimism in an environment of complexity and ambiguity. Research tells us that a major obstacle to success for major change projects is employee resistance, combined with ineffective management of the human element of change.

Successful transitions ease people through the transformation. Employees feel less fears, doubts and hesitation when they are made aware of the vision for change. Providing development opportunities to build the skills your team needs to make changes in the workplace, ensures your agency's strategic goals are more easily achieved, productivity and morale is higher, and implementation will be a positive experience for everyone.

Use the below prompts to analyse major challenges currently facing yourself and your team.

Performance gaps

What gaps have you had in performance? (e.g. morale, turnover, over/under expenditure)

How can you demonstrate it? (e.g. existing data from metrics, research)

Errors, failures and missed opportunities

What errors, failures or missed opportunities have harmed the services of your team?

Queensland Government

What did they cost clients and stakeholders of your agency?

Trends

What market trends contribute to the need for change?

What industry or economic trends contribute to the need for change?

Urgency factors

What do people in your agency value?

What issues are causing fear, anger and complacency in your team?

Do actions need to be taken to increase the level of urgency?

Once you have done your analysis, prepare a project plan in consultation with your team and stakeholders.

Good analysis and planning infrom the beginning can save you a lot of time and trouble. Consider the reasons for the changes that are needed, how best to make the transition to the new, and anticipate and plan for any risks and/or resistance.

Thorough planning allows you to:
- be clear in your role as change leader or change participant
- identify strategic linkages, to clarify how the transition process fits into the broader goals and actions of your agency's vision and strategic plan
- identify what you want to achieve and the timeline for implementation, including expectations for your team such as commitment, morale and motivation;
- identify the flow of the implementation process:
  - how long do you expect each part to take?
  - which ones are dependent on the successful completion of another?
  - would a Gannt Chart be useful to communicate the stages to your team, clients and stakeholders?