



A REPORT ON **O**RGANISATIONAL **C**HANGE MANAGEMENT MONTH

"Organisational change is about breaking from the familiar, well-honed business-as-usual. That can feel very risky."

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Introduction

October. Organisational Change Management Month. What was it all about? Why did we do it? What did we hope to achieve?

October was a month dedicated to discussing, sharing and involving people in Organisational Change Management, or **OCM**.

#letschataboutchange

Therefore an early question might be “What is OCM?” Here’s a simple explanation:

DEFINITION: Organisational Change Management

“Organisational Change Management is the discipline of managing the effect of change on people in an organisation.

Simply put, it is about looking after the people-side of change.”

In order to keep the momentum Able and How – a global organisational change management consultancy – wanted to share ideas and host debates throughout the month of October 2016.

We broke the four weeks of the month out into four themes:

- **WEEK 1:** OCM – What is it?
- **WEEK 2:** OCM – How to apply it?
- **WEEK 3:** OCM – Who owns it?
- **WEEK 4:** OCM – What does the future hold?

Each week we published a lead article on the topic and interspersed the days that followed with ideas and prompts to get people talking.

How did we do that? Through the wonders of modern technology. Here are the three primary ‘channels’ we used:

- **BLOGS:** www.ableandhow.com/blog
- **TWITTER:** @ableandhow
- **LINKEDIN:** Company page Able and How, but often through our own pages too.

You could also find October here too:

- **FACEBOOK:** Able and How
- **INSTAGRAM:** @ablendhow
- **OUR LINKED IN GROUP:** Organisational Change Management and Business Transformation

What can you do? What is in it for you? Are both good questions.

The aim of October was to increase understanding. We wanted to connect people across the business community, in government and in any organisations that need to manage the people side of change.

We want to encourage and support a discussion that helps to advance the recognition and support for effective organisational change management.

Able and How is committed to that. Our clients get it and know how important it is. More people need to know.

David Ferrabee
Director

What is OCM?

That is the question of the month

What is OCM?

We believe that we can get better at delivering Organisational Change Management. The failure of organisations to recognise the need for and deliver change, and the constant refrain of “we must get better at change”, have led us to believe that it is time to have a bigger conversation about organisational change management.

After more than 10 years of perfecting our approach and supporting large international businesses to get better at it, we think it’s time to open the discussion up wider.

We will only get better at it if we all get better at it.

So, let’s start by agreeing boundaries. It is something that exists within of a project or programme of work, and can be a key part of it.

DEFINITION: *Organisational Change Management is the discipline of managing the effect of change on people in an organisation. Simply put, it is about looking after the people-side of change.*

Objectives, benefits, plans and dedicated resources are all hallmarks of organisational change. **Organisational change needs Organisational Change Management.**

One of the many challenges organisations face is programmes that fail to deliver value. Sometimes they don’t deliver enough, but often – far too often – don’t deliver any value at all. OCM offers the tools and processes to get aligned with programmes of change early and ensure that the full value is captured from the changes.

How can you know what is a change programme and what is not?

We set ourselves what we call a ‘hurdle question’ for organisational change management delivery. That question is:

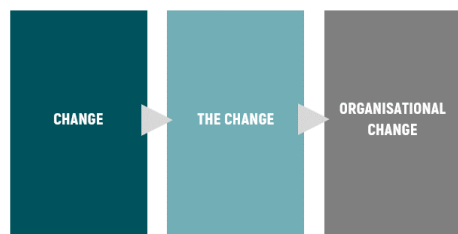
Will people need to perform or behave differently as a result?

Change, The Change and Organisational Change

We also make an important distinction between Change, The Change and Organisational Change Management. When organisations talk about “being overwhelmed by change,” or “needing to get better at change” they are often referring to change that is both intrinsic and extrinsic. For example the price of oil impacting business strategy. That is a big topic.

When we get to ‘The Change’ it is more often a specific issue or course of action that the organisation can address. (‘We are selling a business unit.’) Which leaves Organisational Change. It is then a question of a structured programme of work that requires time and resources. (‘We need to deliver this CRM system by the end of next year.’) Organisational Change needs OCM.

CHANGE, THE CHANGE, ORGANISATIONAL CHANGE



Organisational Change Management Framework



How to manage organisational change

When Able and How look at addressing Organisational Change Management we use tools that are very recognisable to project managers and programme teams everywhere. However, we also have a high level approach to initiating change that is tried and tested. It is flexible, but clear.

Today's reality however is that there is no one unified theory of change. There are common views. Some tools like Able and How's Change Index are built on 50 years of research. This does not mean that they are yet fully agreed – as no doubt October 2016 will show.

Our profession brings together many disciplines: management, psychology, sociology. This also adds to the complexity. Which, in turn, makes it such an interesting area in which to work.

We are lucky enough to be involved in it.

Let's chat about change.

David Ferrabee
Director

How to apply OCM?

A maturing discipline that must continue to grow

How to apply OCM?

A maturing discipline

OCM used to carry connotations of being the soft, touchy-feely element of projects. This notion has been long held by many leaders and across many organisations. In the past 10-15 years OCM has matured rapidly as a discipline, with strong influences from Australia and USA, becoming more and more commonly recognised as a critical component of successful projects.

OCM is essentially about looking after the people side of projects. It is supporting the technical project delivery with timely and targeted change interventions to ensure people adopt change.

OCM operates in parallel

Able and How see it as a parallel running project with OCM goals at its heart. We are concerned with adoption, resistance, disruption and engagement. In the same way that a Project Manager would run a technical project, a Change Manager would run a change project in many similar ways. A strategy, a plan, objectives, a team, a regular cadence, reporting, measures of success. Structures and controls to ensure successful outcomes.

Since the early 90's Prosci have been developing and refining change theory, methodologies and tools to support organisations and help people adopt change. In their yearly benchmarking studies of the market, participants are asked what the greatest contributors were to the overall success of their projects. Regularly ranked towards the top, the use of 'a structured approach to change management' highlights how a solid framework for delivering OCM is now recognised as not just a nice to have, but an essential step in realising project benefits.

Guided by leading theory

There are various leading theories on change. Many of these you will be familiar with. Kotter's 8 Steps, Lewin's Unfreeze-Change-Freeze model, Kübler-Ross' Transition Curve, Proci's ADKAR, and McKinsey's 7-S Framework. Most cover similar ground around the process and methods available to ensure change happens in the right way, and sticks. They are essentially ways of helping understand change, as opposed to scientific explanations or facts.

At Able and How, we take our lead from a solid core of the consistently operationalised theories in the way that we support organisations through change. Through the use of a structured framework and detailed methodology we can ensure change is managed and delivered in a planned but flexible way.

During a project every eventuality cannot be planned for and so you must maintain some flexibility in your approach. However, having a structured framework or methodology as a starting point, a baseline, as a guiding light, remains the cornerstone for successful change.

Change building blocks

As mentioned earlier in this report, Able and How's high-level OCM Framework sets out the main building blocks for delivering sustainable and effective organisational change. The main components of this framework are:

- Building a **strategic design** for how the change will be managed, which uses leadership insight and environmental context to create the overarching approach.

- Next it covers how you then **position** the change in the organisation, in terms of strategic messaging, a broad narrative and more detailed and targeted engagement tactics.
- Once this is in place you can seek to understand more about the OCM requirements and detail the change. This is used to create a **single view of change** interventions based on the people needs for change and communication activity.
- It is also important to establish how the lifecycle of the change project will be **governed**: who makes decisions, who supports the change from the business and how that operates around a project structure. With a clear design, positioning and single view of change, this is easier to agree
- When this is all in place the execution of the change interventions or tactics can take place: **delivering** on the plan to support the change going live. This might be aligned to waterfall or agile project delivery*.
- Throughout the end-to-end process we want to be able to build the **change capability** of individuals across the organisation. Often this starts early and unofficially with leadership teams and can range from helping develop their understanding of change and why it's important to accrediting them as fully fledged change specialists. Focusing this process across multiple areas or projects, and across a length of team means you can then start to track broader organisational change capability. You can watch our webinar Developing Change Capability via our YouTube channel to understand more about this.
- Successful OCM is informed by clear **measurement** and metrics to ensure we can track and assess success, understand the organisations ability to change and show the ongoing value of change. Able and How's Change Index is a good example of this.

Organisational Change Management Framework



In this framework each element builds on the previous and contains detailed tools and processes. Able and How's OCM framework is a simple overview for supporting change projects and programmes.

Dedicated change capabilities

However, applying OCM in a structured way, through a simple framework or a detailed methodology isn't always enough on its own to ensure success. It is important to have people in an organisation who can support, develop or execute the change. A dedicated change office or function has become more and more popular in large organisations. As the demand for change support grows, so does the need to have more change specialists readily available, in one place, under one roof.

In our experience of operating and working for and with change teams across many global organisations we recognise there are core competencies or capabilities required to succeed in a specialist change role:

- Understand 'the business' – individuals who are well connected, who can engage and empathise with impacted people. Create insight based on knowledge of different business areas.
- Think strategically – sometimes as change specialists we need to be able to join the dots across the organisation so that we can truly understand what the impact of change is. This means looking across, looking forward and looking outside your immediate environment.

- Partner with teams – being able to work closely and collaborate with people across the organisation, in order to develop a plan or create a network of champions.
- Customer focus – many organisations have a strong culture of placing their customers at the heart of everything they do. As change specialists we often look at our internal customers (the people impacted by change) as the focus of our objectives.
- Translate complexity into clear solutions – often having a strong technical focus helps change specialists act as ‘translators’ for the business or impacted people, so that they understand what is going to happen and what the change means.

These are just a handful of attributes that would help individuals. There are more and different ones for different situations that would bring experience, depth and capability to any change project.

The ultimate success of a change project or programme depends on a number of factors. However, applying OCM will greatly contribute to the success. There are a number of other things that need to be in place to ensure objectives are met. Throughout this report we will explore more of these, including who is accountable for change and what the future of change looks like.

Wayne Knox
Manager

**Waterfall is a traditional step-by-step approach to delivering projects, whereas Agile uses an iterative approach incorporating regular customer feedback loops*

Who owns OCM?

Change is the only constant, so who is accountable

Who owns OCM?

In this article we look at how in a world where 'change is the only constant', a broad coalition of people are responsible for delivering organisational change. That list includes CEOs, executives, project managers, change managers, line managers and impacted employees.

We have found none of them can successfully deliver on their responsibilities without full leadership support. And time and again we see leaders are critical in creating the conditions for successful change.

Which begs the question 'who is accountable for organisational change?'. At Able and How we believe it is too easy to suggest it is 'leaders'.

We are of the view that the individual sponsoring the change should be accountable for organisational change (the people side of change). They are best placed to influence that critical leadership community.

If you want to find out more read on...

If you ask the question 'are your people important in realising value from change?' it is hard to find anyone in an organisation that will say no.

If you ask, however, 'who is accountable for ensuring people's adoption of change?', you are more than likely to get a panicked look.

This is the paradox. Organisational Change Management (OCM) is important. It isn't always easy to do. However we have found that all too often no-one is held accountable for it.

I am Spartacus

It is easy to see how many people in different roles have to take responsibility for change.

Leaders have to credibly set and maintain a direction. Programme and project teams have to successfully design and implement packages of work. Managers have to continuously support their teams in balancing the demands of change and business as usual. Impacted individuals have to willingly let go and accept changes in their work.

Everyone cannot be accountable for change

However, accountability is not the same thing as responsibility.

Where the Responsible individuals actually complete the tasks and are responsible for action or implementation, the Accountable individual is ultimately answerable for the activity or decision. This includes 'yes' or 'no' authority and veto power.

Accountability is about being answerable for actions and importantly, results.

Whereas responsibility can be shared, only one person can be assigned accountability for an outcome.

Why is accountability important?

When it comes to change, it seems logical that somebody should be accountable for OCM. After all, the whole point of an organisation going through change is to realise value – in whatever form that may take.

In so many instances much of that value is locked in the people who will be impacted by the change. Those people will need to behave or perform differently. That's what OCM does. It looks after the people side of change, supporting project delivery with timely and targeted interventions to ensure people adopt change.

So who owns OCM?

Accountability does not sit with the line managers or individuals directly impacted by change. Does it sit with the Change Manager? Or the Project Manager, if there is no Change Manager? No. They are all responsible, not accountable. They cannot do their roles if the leaders in the organisation do not support change, or worse still resist it.

For that reason, accountability for OCM needs to be at the right level of an organisation, to influence leaders and ensure their support.

A senior leader needs to be accountable for change

Organisational change is hard to do well. Anyone in a leadership role will know that. Armed with the knowledge that change, and the people delivering it, can only really succeed when a Sponsor takes accountability for people change, we should understand what is holding them back.

Two major blockers are apparent.

- **Change comes with no guarantees.** Change outcomes are notoriously hard to promise. By definition change is about breaking from familiar, well-honed business as usual processes. That can feel very risky for individuals whose career has been built off operational wins.
- **The Sponsors' role is often unclear.** The role can be hard and obscure. Securing that all-important leadership support is challenging, and can quickly become much bigger than the Sponsor thought or hoped for.

There are many more obstacles for Sponsors. Change is daunting. Even for senior executives. And because it is complex, change doesn't tolerate a lack of skill.

Pointing the way forwards

There are organisations such as the big four Australian banks (WestPac, Commonwealth Bank, ANZ and NAB) where there is a clear ownership for change. These organisations not only have a clear understanding of what OCM is, but an appreciation of what it does and its role in realising value.

This leads to a commitment to OCM where institutional capabilities are developed and put in place. And as a result, leaders have the skills and therefore the confidence to take accountability for change.

It seems as if these organisations are still in a minority. And because of that, they enjoy market leadership positions. We hear all too often that organisations are operating in an increasingly agile way where change is a constant. It should follow that organisational change capability offers competitive advantage.

In organisations not like this the first question shouldn't be *'who is accountable for change?'*. It should be *'what needs to be put in place to make it easier for individuals to take accountability for change?'*.

What are your thoughts? Does this article resonate with your own experiences around ownership of OCM, or have you come across different views?

Paul Arnold
Director

What does the future hold?

We can't predict the future of OCM, but are seeing some interesting trends that can help us prepare for it

What does the future hold?

We've covered a lot of ground so far – talking about what OCM is and why it's important, how to apply OCM using a framework for success, and how to be clear on who owns OCM to ensure accountability. Now it's only fitting to look at what the future holds.

While Able and How can't predict the future of OCM, we are seeing some interesting trends that can help us prepare for it.

Top five Organisational Change Management trends

OCM has come a long way over the years, evolving from a foundational understanding into a recognised discipline – and it's created a huge buzz in businesses and organisations along the way. According to Prosci's 2016 benchmarking report, 53% of organisations have change management job roles. While that is a 10% leap from 2011, it also means we are still only halfway there.

The good news is there are a lot of positive indications that OCM awareness and adoption is moving in the right direction. Here are some of the top trends we are seeing at Able and How:

1. The way organisations 'change' is changing

The world we live in today is increasingly fast paced, volatile and disruptive – just to name a few. Gone are the days when organisations could focus all their time and resources on planning and preparing for 'a change'. Now they must juggle 'constant change', both internally and externally. This requires agility, speed and adaptiveness – three things that often clash with the way traditional organisations and their cultures operate. This means organisations must adapt to the new evolution of change.

Because of this, and in line with opinions that large-scale top-down plan-driven change programmes are failing, we are seeing a rise in innovative practitioners applying Lean and Agile principles to the field of OCM.

Able and How believes organisations can be better at dealing with the modern day complexity of change.

By adopting agile thinking and more iterative, experimental and feedback driven approaches to development and execution of change plans.

2. OCM (as a discipline) is maturing, but not at the same rate across the globe

OCM has been a recognised discipline for over half a century, with thousands of books published on the subject. From this perspective, change management seems to be well established. So why is it that many are still reporting 60-70% of change initiatives fail – the same statistic we have been hearing for the past 20 years? While many OCM practitioners do not agree with this statistic, we have yet to prove it is not true.

One suggestion is that the rate of OCM maturity across the globe is not consistent, meaning that we are not all understanding, applying and measuring OCM in the same way.

Some countries such as Australia and the United States are far ahead of the curve in recognising OCM as a critical component of successful projects. In Australia, OCM is recognised as a formal vocation thanks to the likes of Christina Dean who worked with the Australian government to establish national competency standards and academic programmes from diploma to master's level.

In doing so, Australian practitioners and organisations are now better aligned on what OCM is and how it should be applied to businesses.

The United States has recently moved in the same direction as The Association of Change Management Professionals (ACMP) adopted guidelines established by the International Organization for Standardization (ISO) and the American National Standards Institute (ANSI) to develop a credible global certification programme called the Certified Change Management Professional.

While OCM is becoming more recognised and valued in this part of the world, a lot of American practitioners and organisations still consider it to be part of project management. Europe, on the other hand, is still at an early stage in the process. There are a lot of inconsistencies across the European region on what OCM is and who does it – and many only consider it to be a set of skills that are applied to leaders and project managers.

This is impacting the way OCM is delivered in maturing countries – where organisations and practitioners are not only focusing on how to apply it, but how to do it in a more educational and collaborative way. Able and How has seen this with our clients – who are asking not only for OCM support, but for coaching and mentoring of leaders and teams as part of the process. We believe this is a great way to build OCM capabilities from the inside out. By building OCM maturity within organisations, and sharing best practices from across the world, we can begin to talk about and apply OCM in a more aligned and consistent way.

3. Organisations are recognising the value of effective change management

We know that in order to remain relevant and competitive in today's economy, organisations need to change constantly. When such a change is managed well, an organisation will thrive. Able and How believes the full value of transformation and change programmes can only be achieved by helping people adopt change.

Executing a successful technical transformation/change alone will not deliver the intended value. People need to be brought on the journey to ensure value is not lost.

Getting the people side of change right is a true competitive advantage.

It's taken a while, but organisations are starting to understand this point, shifting their view of OCM from a 'nice to have' to a 'must have'.

As more and more organisations understand the value of 'getting the people side right', we are seeing more application of design-led thinking to OCM approaches. This means putting the 'customer' – either internal or external (and sometimes both) – at the heart of delivery, using personas and user experience techniques to design plans. We believe that doing so will allow organisations to remain focused on the people directly affected or impacted by change. This in turn will help them achieve the full value of each change effort.

4. Change Management is permeating all levels of organisations

As we say above, organisational change needs to be effectively managed on both the technical side and the people side. That requires OCM to be integrated into the process from the very beginning. Able and How believes that as businesses move from managing 'a change' to 'constant change' they need to ensure decentralised change capabilities across the organisation.

This would allow all team members – whether their job title is software engineer, project manager, HR, communications – to understand and begin applying basic organisational change management principles to their projects or programmes. A recent McKinsey Global Survey found that when frontline employees take the initiative to drive change it elevates the success of transformations to a whopping 71%. If that's not proof that we need to better integrate change management capabilities into teams, then we are not sure what is.

We are beginning to see innovative organisations and practitioners invest in developing change capabilities and collaboration across the business.

In some instances, that means co-locating change teams with the project to build capabilities or the use of scrum methods to drive more regular conversations. But it can also be as simple as offering dedicated resources or training opportunities for larger teams to understand the basic principles of OCM so that they can be incorporated earlier into projects and applications. In doing so, organisations can begin to build capabilities and understanding across the business to ensure more value is reached from their change projects both now and in the future.

5. Organisations are focused on building change capabilities of next-gen leaders

As many of the leaders of the nineties and noughties are reaching the age of retirement, organisations are preparing for what the next generation of ‘internet-age’ leaders will bring. In many cases, the people taking on leadership roles are being groomed for the position today – and that includes the task of implementing major change within their organisations. In the process, they are learning a lot about what it means to be a good change agent and sponsor.

Able and How believes that if done correctly, next-gen leaders will come into their roles with a better understanding, ability and commitment to successfully lead organisational change management.

However, this new generation of leaders work and learn in new and different ways to their counterparts. Because of this, we are seeing an increase in more digital change management support and delivery. For example, innovative organisations and practitioners are using digital platforms and tools such as Slack or Yammer to support the delivery of change. These tools allow employees to better collaborate and learn from each other – and they are easy to implement across organisations, borders and time zones.

To ensure they are prepared for the next generation workforce, organisations will need to start focusing on building the capabilities of change teams and ensure they have access to the right tools and support.

The future is ours

OCM has grown. It continues to mature and needs to keep doing so in order for organisations to keep delivering value in an ever-changing world. But the rate of growth and maturity is partly up to us as OCM practitioners. So what can we do to ensure OCM continues to evolve in the right direction? We can keep learning more about it, keep championing it, keep sharing insights across teams and borders, keep talking to our peers about it and asking questions of our leaders. We can work together to drive sustainable change both within our organisations and within the field of OCM.

What are your thoughts? Does this article resonate with your own experiences around where the future of OCM is headed, or have you come across different views?

Kelly Ethevenin
Manager

Summary

OCM is an essential component of successful projects and the only way to truly drive sustainable change

Summary

October 2016 was quite a month at Able and How. We spent 31 days posting, tweeting and chatting about change. We've heard many different points of view, shared ours and engaged in countless discussions on our favourite topic of conversation; Organisational Change Management (OCM).

At Able and How we believe that OCM is an essential component of successful projects and the only way to truly drive sustainable change. Despite this, not everyone across the globe has recognised its full value to the same extent. The discipline of OCM is still maturing and gathering attention to different degrees in different markets. That is why we spent a month promoting and celebrating "how organisations can realise the true value from their change" and "why it is so important".

In case you've arrived late to the party, OCM is the discipline of managing the effect of change on people in an organisation. Simply put, it is about looking after the people side of change.

Throughout the month we considered 'What is OCM?', we aimed to increase understanding of the discipline and develop the discussion on OCM even more by asking 'How do we apply it?', 'Who owns it?' and 'What does the future of OCM hold?'. We raised the bar as people shared experiences and contributed to the conversation.

Even though it has now come to an end, there is still an abundance of knowledge to be taken from October 2016. We hope you will continue to use, share and keep chatting about OCM far beyond this month and this year.

We thank everyone who offered opinions and engaged in the many discussions on OCM across our social media channels, it has been an inspiring experience!

To keep you going until October 2017, here are some top tips for change from October 2016.

1. Structure is key to successful change

Flexibility is important within a project but having a structured framework or methodology as a starting point or guiding light is the cornerstone for successful change.

2. Be aware that there are a lot of different people responsible for delivering a change

To effectively manage the change, you need to bridge the gap between the aspirations and needs of the leaders championing the change, the teams delivering it, and the individuals impacted by it.

3. Successful change requires people adoption

The value locked in strategic change can only be realised once execution happens. And this value can only really take hold if people adopt change.

4. Don't confuse accountability and responsibility

There is a big difference between accountability and responsibility. Responsibility can be shared; accountability can only be assigned to one person. This one person is answerable for actions and most importantly, results.

5. Be better at the way you change

In today's world, change is a constant. The ability to change is therefore becoming increasingly important for organisations in order to remain relevant. Those with a mature OCM capability will have a competitive advantage.

While October 2016 has come to a close, October is not finished, the discussion continues online.

Look at our Able and How blog, or follow us @ableandhow on Twitter and Instagram for more ideas. A lot of the discussion seems to be happening on LinkedIn as well, where you will find things at our Able and How page, in our Organisational Change Management and Business Transformation Group, or some of our personal pages of the contributors to this report.

Stay interested, stay involved, and keep sharing your views. The OCM case get stronger with every discussion we have.

Miranda White
Consultant

About Able and How

Enabling organisations to help people adopt change

About Able and How

Able and How are a specialist organisational change management consultancy. We enable our clients to realise the value from their transformation and change programmes by helping people adopt change

Successful change requires people to adapt to new ways of working. But they can only do this if they have the necessary understanding, confidence and capability to do things differently.

At Able and How we help organisations realise the full value from change by getting the people side right. We equip organisations with proven tools, methods and strategies to help them create the right conditions.

Able and How delivers value by:

- Establishing a robust organisational change management strategy at the outset that will ensure widespread adoption of the change and accelerate programme delivery.
- Bridging the gap between executives, technical project teams and the people in the business impacted by the change to realise the full benefits intended.
- Equipping organisations with proven tools, methods and strategies to help them create the right conditions for change to thrive.
- Embedding change capability as a core competence across the organisation to accelerate the capture of value in delivering organisational changes.

How we help our clients?

We implement change quickly, effectively and sustainably.

We bring together the best minds in organisational change management, with in-depth understanding of project management, communications and strategy.

And as a result we release the immense value locked in adopting change, through reducing costs and disruption – ultimately leading to faster and greater returns.

Our consultants have built a great reputation for working in markets around the world including EMEA, the Americas, Africa, Asia and Australia.

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Change can only work if people can work with the change.

Able and How

Organisational:
Change Initiation | Change Management | Change
Capability

About us

As specialists in change management, we enable our clients to realise the full value of their organisational transformation programmes by helping people adopt change. By doing so, we maximise the benefits captured from a programme while at the same time, minimising costs and impacts to the business.

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