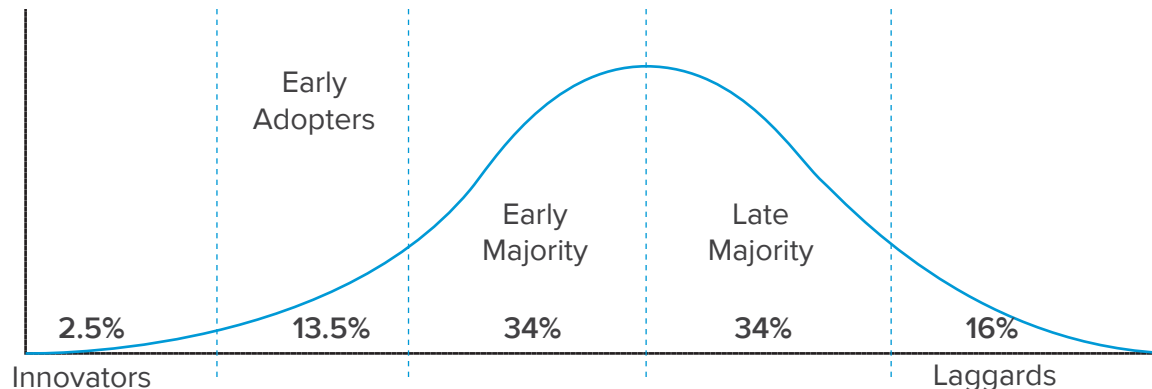


# DEPLOYING CHANGE USING A TRANSFORMATIONAL FOCUS

Implement a highly collaborative and structured change management methodology focused on the challenges preventing growing procurement organizations from achieving greatness.

- Changing people's behavior is less about analysis and thinking than it is about seeing and feeling.
  - People need to be shown a reality in ways that are touchable, feelable and seeable, in order to be motivated to act - use visualizations at every stage.
  - The role of emotions in change, to facilitate and to undermine, are central.
- **The eight stages of change do not always occur in order.**
- Change agents can, and do, come from all levels and all parts of an organization - look for them.

## NEW TECHNOLOGY ADOPTION



Ref: John Kotter, Sense of Urgency – Model for Change

MAKE THE CHANGE STICK **8**

DON'T LET UP **7**

CREATE  
SHORT-TERM WINS **6**

EMPOWER  
ACTION **5**

COMMUNICATE  
FOR BUY-IN **4**

GET THE  
VISION RIGHT **3**

BUILD THE  
GUIDING TEAM **2**

INCREASE SENSE  
OF URGENCY **1**

