

- Linking strategic and operational change: translating strategic change into daily routines
- Human resources as assets and liabilities: integrating training and recruitment with strategy

Continuous Learning Approach

- Team learning
- Sharing of views and visions for the future
- The exploration of ingrained company habits
- People skills as the most important asset of the organisation
- Systems thinking

Developing a Strategic Change Programme

Resistance to change: technical or social

Can come from individuals or groups

Prescriptive – rapid change needed

Emergent – less disruptive; time for change to occur

Revolutionary

- Clear strategic direction
- Combining rational and symbolic levers
- Multiple styles of change management
- Working with the existing culture
- Monitoring change

Evolutionary

- An empowering organisation
- Clear strategic vision
- Continual change and commitment to experimentation
- Identifying interim stages and targets
- Use of irreversible changes
- Sustained top management commitment