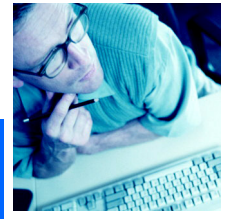


## How to roll out a change initiative

By Nick Whale



### Synopsis

Organizations invest significant effort in designing new ways of operating. If the implementation is unsuccessful, the time, money and effort invested in design will be wasted. This article tells you how to successfully roll out a change management program across multiple sites, geographies and cultures

### How to ...

How to design a change implementation program.

How to understand and design the phases of a roll out program.

How to manage and control a roll out program.

### Nick Whale

At the international level, Nick has been implementing change successfully, as a line manager and consultant, for 25 years. Now based in Europe, he acts as an independent consultant helping international organizations to define their visions and turn them into reality. He has an MBA from Cranfield School of Management in the UK.

### Introduction

The roll out phase of a change initiative is the moment of truth. People now have to change their behaviors to a new way of doing things. However, behavioral change has, arguably, always been the ultimate leadership and management challenge.

The success or failure of your change initiative now hangs in the balance. If the roll out fails all the preceding investment, research, analysis and design work will come to nothing. The business case for change will not be delivered.

Rolling-out a change initiative in a single-site operation is demanding enough. Even the most seasoned operators can feel daunted by the prospect of implementing a change across multiple sites, geographies and ethnic cultures.

The rollout phase aims to transfer ownership of the changes, and delivery of the business case, to line managers and their staff. A successful transfer depends on how well senior management and their staff are mobilised and engaged.

It is logistically difficult and it can heighten the tensions between Head Office and the regions. Add in the constant pressure to implement quickly and you soon understand why managers of change of-