

BARRIERS TO CHANGE – SUCCESS FACTORS FOR CHANGE

In 1997, PwC and MORI published the results of a three-year on-line global change study that involved asking 70 questions to key managers associated with change processes from 500 companies throughout the world.

Examine the PwC/MORI results below, and discuss the extent to which you have similar potential barriers to change and/or success factors for change.

TOP TEN BARRIERS TO CHANGE

- Competing resources (48%)
- Functional boundaries (44%)
- Change management skills (43%)
- Middle management (38%)
- Long information technology lead times (35%)
- Communication issues (35%)
- Training and coaching (35%)
- Employee opposition (33%)
- Human resources issues – people/training (33%)
- New initiative fatigue (32%)

TOP TEN SUCCESS FACTORS FOR CHANGE

- Ensuring top sponsorship (82%)
- Treating people fairly (82%)
- Involving employees (75%)
- Giving quality communication (70%)
- Providing quality training (68%)
- Using clear performance measures (65%)
- Building teams after change (62%)
- Focusing on culture and skill change (62%)
- Rewarding success (60%)
- Using internal champions (60%)

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