

Managing Change Successfully in Land Management Organisations

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Key words: project management, change management models, change management surveying industry, organisational benefits.

SUMMARY

What makes a major change project successful? Many times the step is taken to make a major change particularly when introducing new technology and the result is a failure or limited success. Organisations dream of a process for successful change being bottled and sold off the shelf. Often similar projects undertaken in similar ways can have vastly different results. What are the reasons for the difference?

Organisations and individuals vary in their receptiveness to change. This is often not considered when embarking on major organisational change projects such as introducing new technology or undertaking a new program with other organisations. Before undertaking change an assessment can be undertaken that will provide base level information for building a change management component in project planning.

This paper will provide an overview of change management techniques and how they can be used in project management to assist in reaching project goals. It will review actions taken across a variety of projects and organisations in the land management industry and provide some key principles to assist in introducing change.

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(Disclaimer: The views in this article are my own and are presented for the purpose of academic and professional Research and do not necessarily reflect the policy or views of the Department of Sustainability and Environment in this area.)

1. CHANGE IS A CONSTANT IN OUR WORKING LIVES AND THE RATE OF CHANGE IS EVER INCREASING

Call it what you will, cultural renewal, reengineering, innovation, strategic redirection, mergers, quality improvements, cultural change, we live in work organisations that constantly change. They are changing because the world around us is changing at an ever-increasing speed. 'A globalised economy is creating both more hazards and more opportunities for everyone, forcing firms to make dramatic improvements not only to compete and prosper but also to merely survive.'(Kotter, 1996). Kotter identified that globalisation is in itself driven by 'a broad and powerful set of forces' associated with technological change, international economic integration, maturing of domestic markets in more developed countries and also the fall of communist and socialist regimes that have increased the number of countries linked to the capitalist system. No industry or business can escape the influence of these forces.

If change is such a constant in our lives, why do so many change activities result in either a half-successful outcome or a failure? Surely the compelling reasons for change should create the commitment to making it happen? Change varies in success because organisations and people are often not good at making change happen. Often the things that have made organisations and people successful in the past won't make them successful in the future. However our human system is wired to repeat successful patterns as part of primitive and innate survival responses. Organisations as artefacts created by people often display similar characteristics. The good news is that studies of successful change have been made and there are techniques that will assist organisations and people in making this happen. This paper will review change processes and tools that can be used to assist in generating successful change. It will also review change projects from the land management industry and highlight specific techniques or approaches that generate the desired outcomes.

2. GENERATING SUCCESSFUL CHANGE

Much work has been done across the world on what factors influence achieving successful change. This section outlines ideas from recognised leaders in change. Studies have been undertaken across the world – everyone is looking for the elixir that will guarantee results. The downside for those who don't get it right is wasted resources and burned out, scared and frustrated employees or stakeholders.

Kotter provided an eight-step process to success in delivering large-scale change in 1996. He identified that there were eight common errors organisations make:

- Allowing too much complacency – others think there is no urgency in the change and don't act to their detriment or stifle innovations.
- Failing to create a sufficiently powerful guiding coalition – without enough of the key people in the organisation or major stakeholder groups on side, there is no commitment to implementing change and it often indicates a lack of understanding about the difficulty of producing change.
- Underestimating the power of vision – vision helps to direct, align and inspire actions by large numbers of people. Without vision it is impossible to stir up the kind of energy needed to properly implement change initiatives.
- Undercommunicating the Vision – major change is usually impossible unless most employees are willing to help to the extent they make short-term sacrifices. Too little communication that is too infrequently sent will undermine change. Also messages being carried by one person rather than many, for example the Executive Officer alone but not the senior management group.
- Permitting obstacles to block the new vision – organisations can block change by not adjusting to cope with new demands, for example increased productivity or improvements to customer service can be blocked by narrow job descriptions not allowing people to act outside the square.
- Failing to create short-term wins – large-scale change takes time, without compelling evidence or success within shorter timeframes of six to eighteen months most people won't continue to participate.
- Declaring victory too soon – it often takes time for change to sink deeply into a culture and human nature is more comfortable with the known compared to the new.
- Neglecting to anchor changes firmly in the corporate culture – change will stick only when it becomes “ the way we do things around here”. This requires a conscious effort to reinforce the benefits the change has made. Success is seen when new management takes it on board as the way business is enacted.

Mini Case Study 1: The Department of Sustainability and Environment in Victoria, Australia is a state government Department that delivers services across the state. A common complaint in the past has been that changes to the way the organisation works are easily implemented in the metropolitan area and are less effective in rural areas. When reviewing the situation it is notable that those working in rural areas do not have access to the same resources as their metropolitan colleagues, can less easily participate in change processes and do not receive the same level of communication about activities. Errors in implementation that might have been evident here include undercommunication, declaring victory too soon and not anchoring changes in the corporate culture. However the Department has learned from this and recent organisational changes are involving regional teams in developing approaches for initiating change.

Kotter's (1996) observations led him to identifying an eight-step approach for successful large-scale change (See table 1 below from Kotter and Cohen 2002, P7).

Step	Action	New Behaviour
1	Increase Urgency	People start telling each other “Let’s go, we need to change things!”
2	Build the guiding team	A group powerful enough to guide a big change is formed and they start to work together well.
3	Get the vision right	The guiding team develops the right vision and strategy for the change effort.
4	Communicate for buy-in	People begin to buy into the change, and this shows in their behaviour.
5	Empower action	More people feel able to act, and do act, on the vision.
6	Create short-term wins	Momentum builds as people try to fulfil the vision, while fewer and fewer resist the change.
7	Don’t let up	People make wave after wave of changes until the vision is fulfilled.
8	Make change stick	New and winning behaviour continues despite the pull of tradition, turnover of change leaders, etc.

These steps recognise the 8 common errors and establish a process for undertaking change that deals with these. Some ideas of what can be done to reinforce the stages of the major change project are outlined below:

- Increase Urgency: Urgency can be established by finding out just where the organisation or project sits, what is really happening in the market and with the competition, finding out and discussing potential crises or opportunities.
- Creating the guiding Coalition: The group leading the change must have enough power to do it successfully. The group must work together like a team.
- Developing a Vision and Strategy: Change has to be driven by a vision and strategies have to be developed to achieve the vision.
- Communicating the Change Vision: Every opportunity should be taken to use every means possible to communicate the new vision and strategies. The guiding coalition should model the behaviour expected of employees or others.
- Empowering Broad-based Action: This involves getting rid of obstacles, changing systems or structures that undermine the change vision and encouraging risk taking and nontraditional ideas, activities and actions.
- Generating Short-term wins: Planning needs to occur for visible improvements in performance, or ‘wins’. These wins must be created and recognition and reward are given to the people who made the wins possible.
- Consolidating gains and producing more change: Using increased credibility because of the results of change to alter systems, structures and policies that don’t fit together and don’t fit the transformation vision. Hiring, promoting and developing people who can implement the change vision and reinvigorating the process with new projects, themes and change agents.
- Anchoring new approaches in the Culture: Creating better performance through customer and productivity-oriented behaviour, more and better leadership and more

effective management. Articulating the connections between new behaviours and organisational success and developing means to ensure leadership development and succession.

Mini Case Study 2: The Land Titles Automation Project, Land Victoria, Australia, successfully completed a change project converting the 3.8 Million paper based Land titles in the State of Victoria to an electronic form. (AIPM, 2002) Given that land transactions had evolved over time, a series of some 13 million ‘instruments’ (records of land changes and transactions) could be attributed variously to the existing titles. After 130 years of using the same model for land transactions significant changes were put in place with the electronic system substantially reducing the time it took to undertake business.

Key success factors for the project including a vision for the automation of all land titles driven by the most senior ranks of government and supported by all members of the Land Victoria Executive. Staff, stakeholders and customers were all heavily involved in the process throughout the change period. Staff particularly were involved in the development of the new system and this gained early acceptance of the incoming systems. The project was flexible and allowed for the inclusion of additional tasks that extended well beyond the items within the scope of the project allowing broad-based action that let the project build on top of the initial plans as opportunities for future benefit arose.

As can be seen this project demonstrated many of the stages for creating successful major change and was incidentally the Victorian winner of the Australian Institute of Project Management’s Achievement Award for 2002

Kotter worked with Cohen to study numerous change projects to identify what were the major success factors. From this came one clear message. ‘ People change what they do less because they are given *analysis* that shifts their *thinking* than because they are *shown* a truth that influences their *feelings*.’(Kotter & Cohen, 2002, P.1). Success is determined by the ability to change behaviour using a core method of SEE-FEEL-CHANGE rather than a core method of ANALYSIS-THINK-CHANGE. Yet the latter is the method used most often used in organisations. (See table 2 below from Kotter and Cohen 2002, P11.)

Table 2: Achieving a change of behaviour within each of the eight steps	
Almost always the Core Method is: SEE-FEEL-CHANGE	Rarely the Core Method is: ANALYSIS-THINK-CHANGE
<p>1. HELP PEOPLE SEE Compelling, eye-catching, dramatic situations are created to help others visualise problems, solutions, or progress in solving complacency, strategy, empowerment, or other key problems with the eight steps.</p> <p><i>As a result</i></p>	<p>1. GIVE PEOPLE ANALYSIS Information is gathered and analysed, reports are written, and presentations are made about problems, solutions, or progress in solving urgency, teamwork, communication, momentum slippage, or other key problems within the eight steps.</p> <p><i>As a result</i></p>

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Almost always the Core Method is: SEE-FEEL-CHANGE	Rarely the Core Method is: ANALYSIS-THINK-CHANGE
<p>2. SEEING SOMETHING NEW HITS THE EMOTIONS.</p> <p>The visualisations provide useful ideas that hit people at a deeper level than surface thinking. They evoke a visceral response that reduces emotions that block change and enhances those that support it.</p> <p>3. EMOTIONALLY CHARGED IDEAS CHANGE BEHAVIOUR OR REINFORCE CHANGED BEHAVIOUR.</p>	<p>2. DATA AND ANALYSIS INFLUENCE HOW WE THINK.</p> <p>The information and analysis change people's thinking. Ideas inconsistent with the needed change are dropped or modified.</p> <p>3. NEW THOUGHTS CHANGE BEHAVIOUR OR REINFORCE CHANGED BEHAVIOUR.</p>

As outlined in the Mini Case Study 2 – the process involved people in the change and encouraged them to work through what the change would mean to them, using a SEE-FEEL-CHANGE approach in implementation. The challenge for those undertaking change is to utilise the most powerful method for changing behaviour. Organisations tend to work to the ANALYSIS-THINK-CHANGE model and so this is the approach used, ironically it is the one most likely to fail. Some good illustrations of how to use the alternative core method are given in *'The Heart of Change'* by Kotter and Cohen. This book has real-life stories of how people changed their organisations illustrating how this has been done for each of Kotter's eight steps to successful change.

3. INNOVATION AND CHANGE

Innovation is often a component of change. As outlined above traditional organisation modes of operation are often change inhibitors. Organisations can easily stifle innovation and creativity by workplace practices and conditions. Amabile (1999) has found there are three components that create creativity: expertise, creative-thinking skills and motivation. Further findings were that motivation could be heavily influenced by minor changes in an organisation's environment. The managerial practises that affect creativity have been found to be covered under six general categories. These are listed below along with a summary of how they can foster creativity:

- Challenge – matching people to the right assignments;
- Freedom – giving people autonomy concerning process or the means to reaching the desired end;
- Resources – provide time and money that is realistically needed to achieve the outcome;
- Work-group features – design teams that are mutually supportive with a diversity of perspectives and backgrounds;

- Supervisory encouragement – people need to feel that their work matters to the organisation or an important group of stakeholders in order to sustain passion for what they do, new ideas should be encouraged rather than squashed; and
- Organisational support – the organisation's leaders support creativity and innovation.

Organisations can learn how to foster these processes and encourage innovation and successful change. Knowledge brokering in organisations can be introduced in a way that captures and develops new ideas as part of normal operations and introduces successful change to bring them into being (Hargadon and Sutton, 2000). Organisations themselves can resist change and innovation (Shepard, 2001) particularly those set up like fully automated factories where people are designed to do a narrowly prescribed assortment of things reliably. These organisations work against innovation and change taking place as work is organised in a way that does not allow people to move and where innovators are often seen as ‘rebellious’.

Innovation producing organisations are ones that are continuously learning, adaptive to changes in itself and the environment and can successfully innovate into that environment. Principles for the organisation of work resources for reliable, efficient, repetitive resources do not make sense when innovative, unprogrammable activities are what are needed. The key to successful innovation and change in these organisations is the adoption of work organisation that suits the task at hand.

The review undertaken on organisational change experts does not give any magic recipes however they do provide some helpful guidelines for those undertaking large-scale change. The mini case studies on land management activities illustrate some of the points raised. The overview suggests that organisations with processes built to manage business in a narrow and prescriptive manner will not be those where major change is likely to be successful. Those organisations that continuously learn and are adaptive to changes internally and externally are more likely to be successful. The good news is that all organisations can take steps to move towards creating more change friendly environment.

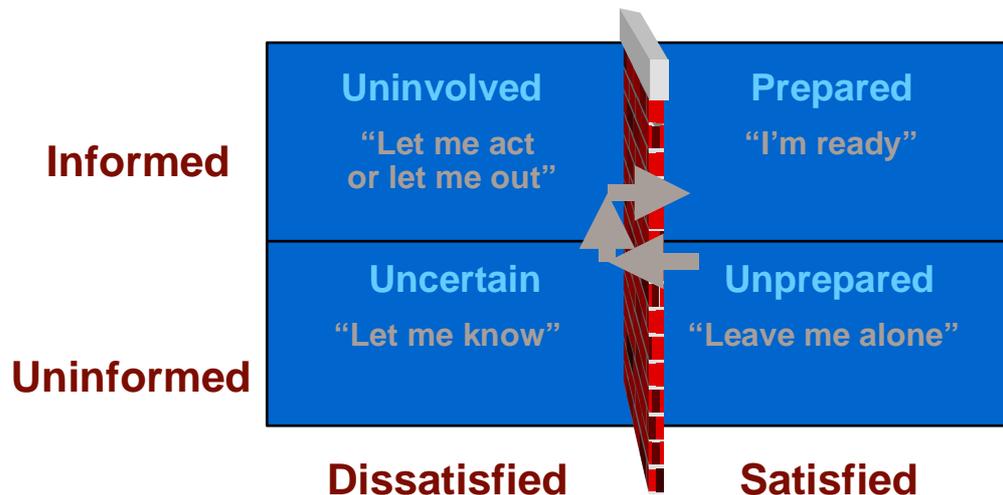
There are techniques that can be used to introduce aspects of the change guidelines for success as part of implementing change projects. The next section provides a sample of a change management tool kit to be used to assist in implementing targeted change.

4. INTRODUCING CHANGE AT THE LOCAL LEVEL - CHANGE MANAGEMENT AS A VITAL PART OF PROJECT MANAGEMENT

Change management is becoming increasingly recognised as an important component of delivering projects. Global performance standards for project management now being developed by a joint working group consisting of eight countries (Traver, 2003) have recently identified a group of activities under ‘Relationship Management’ that include change management components. The Relationship Management group of activities aims to ensure ‘timely and appropriate involvement of key individuals and organisations.’ (Traver, 2003, p12) This has been developed to fill a previous gap in existing models and is a starting point for more recognition of change management as a vital part of project delivery.

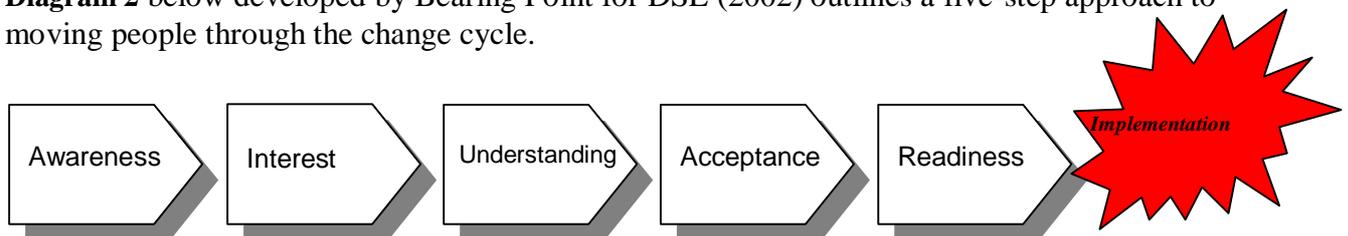
There are many organisations and individuals that specialise in managing change at an individual project or activity level. They have various tools that assist in delivering change that are geared to taking people on a journey through a change cycle. Change can be managed by delivering targeted actions that are designed to move individuals rapidly through a change cycle to the point where they are ready and accepting of changes.

Diagram 1: showing the change cycle for individuals.



Source: DSE 2002.

Diagram 2 below developed by Bearing Point for DSE (2002) outlines a five-step approach to moving people through the change cycle.



Source: DSE 2002.

Change management tools provide a framework for working with people who are part of a change process; understanding what are their key issues and working with them to more readily adopt the change. The overall process is one that aims to support the acceptance and successful introduction of a change that is underway. This is carried out after the commitment is given to undertake a particular change.

While there are a group of tools that can be used together, it is not necessary to use them in every instance, some changes will be simple and you may only need to use certain tools for these while the more complex will need the full approach. These approaches are based on the understanding that before stakeholder groups are convinced of the benefits of a change; they will go through different stages of acceptance and commitment.

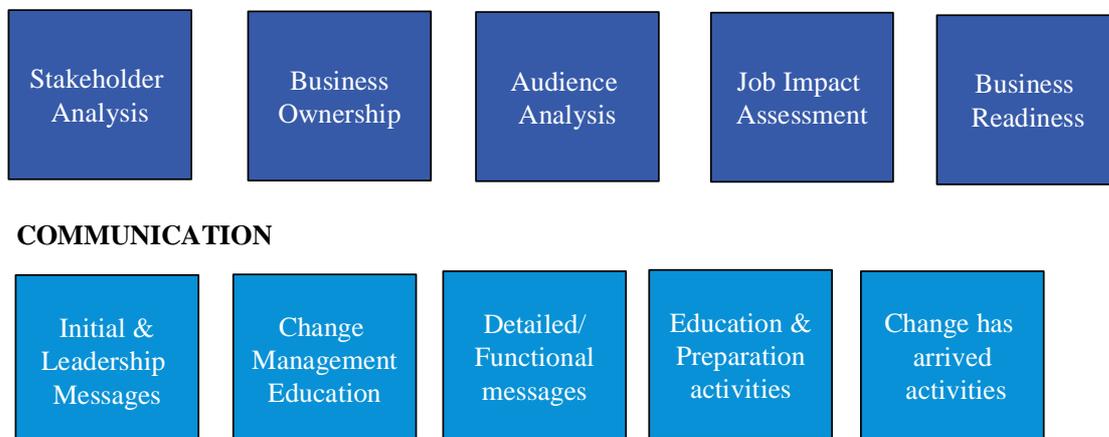
The tool kit outlined here is one used by the Department of Sustainability and Environment in some of their change activities. It has been adapted from work undertaken by Bearing Point (2002) for DSE that aimed to provide a generic change management tool kit for ongoing use by the Department in a range of projects.

This approach deals with the following streams of activity that are inter-related:

- Stakeholder Management
- Business Ownership
- Audience Analysis
- Job Impact Analysis
- Business Readiness
- Communication and education
- Training course development and delivery

The communication and education processes are key to change and run through the whole period. Initially they deal with high level messages that are developed by those heading the change and are refined as more information is fed in from other parts of the process, and are further refined to provide targeted messages to smaller groups of stakeholder. The messages become very precise and may even outline how the change will affect a particular job or role.

Diagram 3 showing change management streams of activity running in parallel – communication being the underlying activity through the whole process

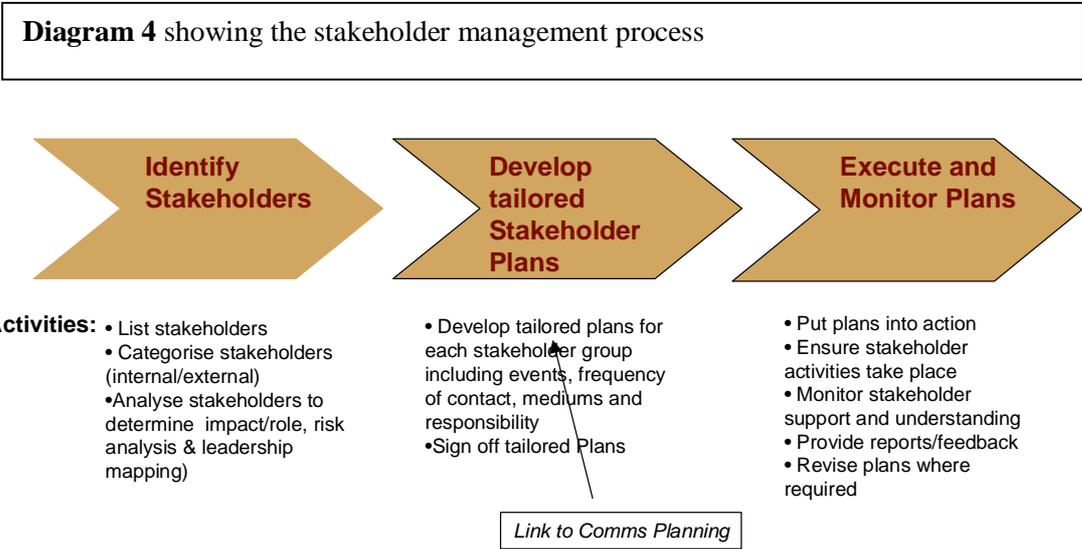


Source: DSE 2002.

5. STAKEHOLDER ANALYSIS

A stakeholder analysis is a list of all stakeholders (ie staff, customers, other agencies etc) impacted by the change. It is used to identify all stakeholders up front, scope the targeted

audiences for communication/engagement activities and identifies the links between stakeholder groups in terms of their influence and power. The stakeholder analysis then forms the basis of key target audiences for the Communication activities.



Source: DSE 2002.

Exhibit 1: Simplified sample of a stakeholder plan for a fictitious land titles automation process:

Stakeholder	No's by Location	Impact High/Medium/low	Main Challenges/Potential Reactions	Communication Methods
Professional customers	200 working at Bourke St	Medium	Keen for reform Do not want business disrupted	Regular meetings with representatives. Newsletters
Registry staff	500 at Bourke St	High	Fearful of the change outcomes for them Most were happy with the status quo	Meeting program around reform Regular updates Seminars

Collecting this information feeds into other parts of the change program and allows identification of groups that might derail the project. Those with a high level of influence in the organisation or community and a low level of support for the project can cause major problems.

Mini Case Study 3: Birrarung Marr project in Melbourne. In 2003 a new park was created in the central city for the first time in 100 years. (AIPM, 2003) One identified stakeholder group was design professionals. They had a vested interest in making sure the outcome reflected well on their professional group and were heavily involved in the process. If the project hadn't catered for this group they would be a high-risk group who could have created problems with the delivery of the project due to their influence on the community. The City of Melbourne who was undertaking the process ensured that there were a number of processes in place to engage with design professionals so there were appropriate levels of consultation and engagement along the way.

6. BUSINESS OWNERSHIP

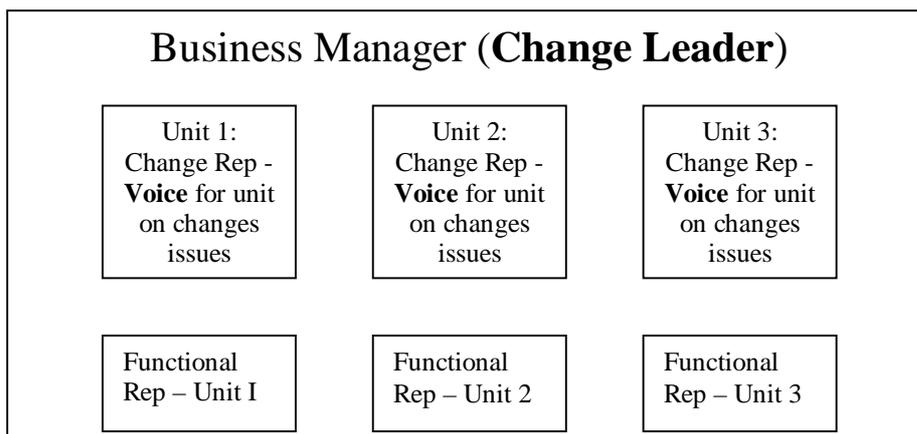
Business Ownership is the process of involving and engaging key business leaders and high/medium impacted users. This is a process to involve those who will be most effected by the change as part of the change process. It manages expectations around benefits/goals/project outcomes and ensures ongoing management of issues and concerns. It provides the business with a contact point that is able to:

- Create a level of awareness about the project
- Educate their colleagues of change impacts and what it means for them
- Lead the change for their area
- Provide feedback on areas of potential resistance

Depending on the size of the project this can be undertaken at a number of levels:

- Key business managers can co-ordinate activity for the business area involved and act as *change leaders* for the change within their area.
- Informal leaders can be established by having change representatives act as the *change voice* for units within the business area.
- Functional Representatives can provide the '*Know-How*' any needed technical and process knowledge to implement the change.

Diagram 5 showing hierarchy for change owners in business area.



As outlined in the first section of this paper one of the critical success factors for change is achieving acceptance and ownership from people working in businesses, especially those individuals who will be impacted by the change.

7. AUDIENCE ANALYSIS

This is a way of classifying those involved in the change and allocating them into groups according to how they will be effected. This defines job functions and/or roles that will be impacted by process changes at implementation and uses a high, medium or low rating that allows priorities to be set for each group. It determines how employees and groups of stakeholders fit into the defined job functions or roles that might arise from the change. This also provides a foundation for many other activities such as communications, training (ie-training needs analysis), system security access for information technology changes and implementation.

Exhibit 2: Simplified sample of an audience analysis for a fictitious land titles automation process:

			Future Automation Roles	
Job Title	No :	Overall Impact High/Medium/Low	System Operator	Data Entry
Help Desk	12	Medium	X	
Filing Clerk	35	High	X	X
TOTAL	47		47	12

This tool helps identifies the resources needed to undertake the change. For the example above 47 people would need training as system operators in the new system. A further more detailed analysis could then be undertaken collecting information on names, job locations, line managers, business unit locations and contact details to allow arrangements to be made for involving members of this group in other change activities such as communication and training – targeted to that particular group. The audience analysis if done by a project team would be reviewed and checked by the business owners to validate its accuracy.

8. JOB IMPACT ANALYSIS

This is an assessment on how individual roles will change from the current state to the future state. It determines the degree of change to jobs as a result of new processes. It is undertaken with members of the business unit and ensures that high impact areas understand the impact of the system and process changes. If it is completed by a project team, it allows the hand over of all analysis to high impact areas so they can further analyse and then communicate changes to employees as soon as possible (and prior to training). Further it ensures all business areas and Human Resources understand the impact to all roles and more specifically the relevant shift and challenges faced by their business area.

Exhibit 3: Simplified sample of a job impact analysis for a fictitious land titles automation process:

New Process	Tasks	Role involved in process	Key Task changes (old vs new)	Transition tasks?	Inc./Dec. in workload?	Skills/behavioral shifts?
System Operator	Entering registration details on automated system (ETC)	Filing Clerk	Will use new fully computerised system to register titles – previously filed titles using a semi-automated system	Need to run system in parallel for some time.	Increase	Work has been computerised.
<i>Other</i>						

The next step is to use the information from all the individual job impact analyses to develop outcome and action plans for business units that outline for each unit the key changes. This is then used to highlight any risks or issues to be followed up. For example if an area is moving to become computerised after years of operating on a paper based system an issue would be the level of computing skills in the existing workforce. Action would need to be taken some time in advance to build skills in preparation for changed roles. It will also provide the business with the basis for determining whether it needs to change any procedural documentation and business rules and make plans to introduce this prior to the change being implemented.

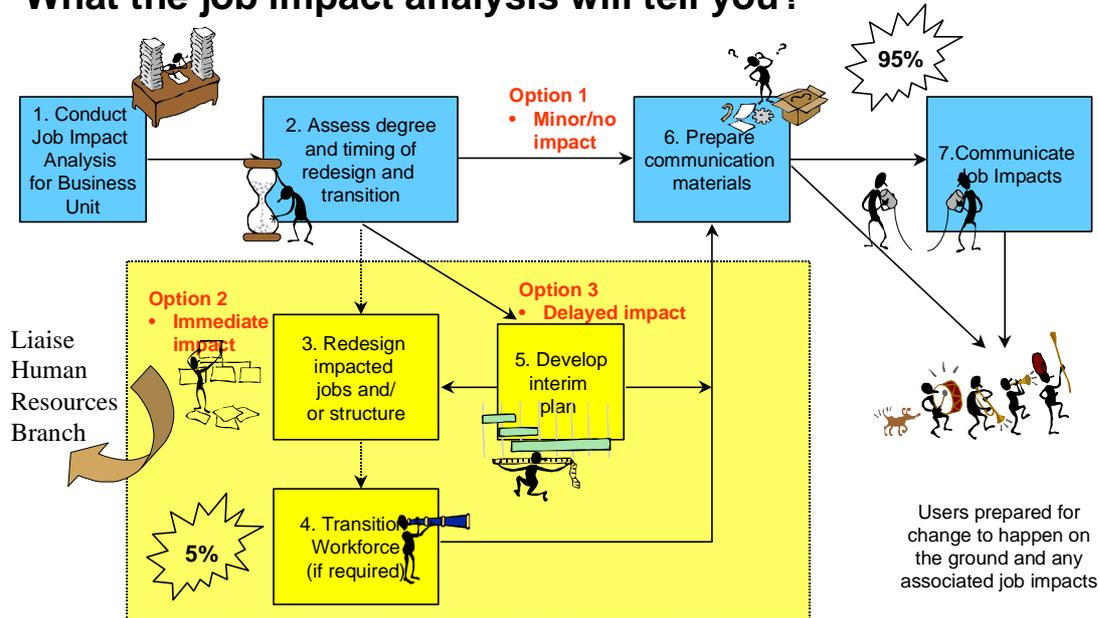
The diagram below outlines the results of the job impact analysis. If there are small changes only, for example less than 5%, with 95% being the same as before, then there is no reason to delay and communication material can be prepared and the change can happen. If the change in jobs is greater than 5% then additional work will need to be undertaken in redesigning the new jobs and associated business structures and having transition arrangements put in place prior to the implementation. This also may need to involve human resources in working through associated job change issues with staff.

9. BUSINESS READINESS

At close to the final stage of change a business readiness questionnaire can be done as a checkpoint to measure change resistance/acceptance of the project. This provides a way to measure involvement and engagement of stakeholders in the process and allows for remedial action to be taken if stakeholders are not informed and satisfied with the process to date. The diagram below identifies how it can measure against seven elements required for successful change. These elements identified complement the key change factors identified in the first section of this paper.

Diagram 6 showing how a job impact analysis can be used to choose implementation strategies

What the job impact analysis will tell you?

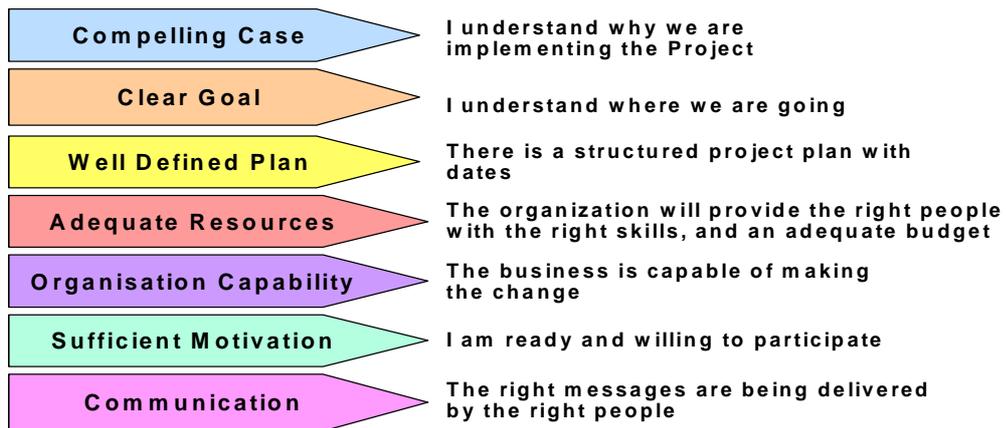


Source: DSE 2002.

Diagram 7 showing how a business readiness questionnaire works.

How does it work?

It measures stakeholders understanding and satisfaction around 7 elements required for successful change:-



Source: DSE 2002.

10. COMMUNICATION

Throughout the whole change period communication mechanisms should be in place to keep people informed about the process. There are stages in a communications process and messages will change over time and become more targeted as the change moves towards enactment. As outlined above additional information is fed into the communications from other steps in the change program. More detailed knowledge about the change effects is found through the various analyses completed and also from feedback from those in the businesses associated with the change. The steps and the components for communication from the beginning to the end of the process are detailed below:

10.1 Awareness

Initial and Leadership Messages

This could include:

- Project launch
- Leadership message from the Project /Change Sponsor
- Initial Communication Plan
- Messages in existing communications mechanisms such as newsletter, intranet
- Presentations to management groups

10.2. Understanding

Change Management Education

High Level Change Management Introduction

- What is it? Why is it important?
- What will you see? What you will be involved in?
- Sets up an operating environment – ie. confirms sign-off arrangements, interdependencies with business / change teams.

10.3 Education

Detailed/Functional messages

- Fact sheet for each area by function eg: What will the change mean for Titles registration?
- Business Unit Specific Presentations
- Group meetings and informal discussions around change impact.

10.4 Preparation

Education and Preparation activities

- Education sessions – Roadshows, Live demonstrations
- Model Office simulation
- Send out a pre-implementation checklist to line managers (this makes sure they are prepared to answer questions from staff on the changes)

10.5 Change has Arrived

Marketing of the change being in place

- Support for this such as a quick reference guide and a help desk for calls.

A communication plan is developed in the initial stages of the project that can be refined and enlarged, as more information becomes available throughout the change process. Attached is a sample of a plan.

Exhibit 4: A simplified sample of a communication plan for a fictitious land titles automation process

Audience	Messages	Communication vehicle	Timing	Responsibility
Registry staff	You are an important part of the change process.	Fact sheets	Middle of program	Change project and line managers
	Anyone needing new skills will have the opportunity to retrain	Newsletters	Weekly	Change project and line managers
	We can all achieve this change if we work together	Education Sessions	Weekly from middle of program	Change project
	Change will allow you to serve customers better	Model Office simulation	Towards end of program	Change project

11. HOW TO APPLY THE CHANGE TOOLKIT

There are different ways to use the components of the change management toolkit. All of the components don't have to be used all the time; it might not make sense to use all the tools for a very simple change. Also for change at an organisation wide level, the key focus is to get group awareness and education. In this instance the marketing and communication, stakeholder management and business ownership would be the key components of implementation. Training would be generic and possibly be accessible on-line to be taken when convenient. The challenge for this would be to make sure that there is adequate feedback and input from the local level and local level issues are being addressed.

With a function/process change or business unit specific change the key focus is to get understanding, buy-in and change preparation. In this case the choice would be to use the toolkit components of:

- Stakeholder Management
- Business Ownership
- Communication
- Change Readiness Assessment
- Job Impact

- Audience Analysis
- Training & Education Sessions

The key things to manage with functional change are that change representatives are established in each of the areas affected. Also the management of high impact areas and ensuring that proper attention is paid to job shifts. This has to be in a context where policy and business rules are established and approved by the right people. Business unit specific change needs to ensure that time commitments for the change process are agreed so business representatives can manage their workloads. Also that the change is tied in with the organisation's strategic direction.

12. CONCLUSION

This paper has aimed to identify some key components of change so that land management professionals are aware of the pitfalls to avoid when undertaking change. While it has been found that there is no magic recipe for success there has been work done across the world that gives guidance for those undertaking change and working to the guides are more likely to result in a satisfactory change outcome. Mini case studies of change undertaken demonstrate how in these instances applying the principles provides desired outcomes and not applying them less desirable ones.

After outlining the total organisation and project context more targeted change can be assisted by the use of change management approaches. A sample is provided of change management tools that can be used in undertaking change applied to a fictitious land management case study to demonstrate how they can be used. These tools provide a structured way to introduce some of the factors for successful change such as clear communication, business leadership and business involvement and increase the likelihood for successful change.

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