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Change Management in the Canadian Forces: Is It As Effective as it Could Be?

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ABSTRACT

This paper presupposed that while the Canadian Forces does have change management frameworks in place there are areas of ineffectiveness in the change management process. Using the impending CF transformation as an example, inefficiencies appear in the aspects of change vision development and articulation, the communication plan, the timeline and the inadequate use of change agents within the organization. Some of these were identified as weaknesses in that previous major change the CF undertook.

There are several civilian firms that have successfully managed and survived large-scale change initiatives and these firms have learned valuable lessons in this area. The leaders of these firms all conclude that there are key principles within the change management process that must be met to ensure success in change initiatives. The first is to ensure a credible vision is articulated clearly and well in advance of the start of the change process. Second is the necessity for a well-enunciated and detailed communication plan, while the third aspect relates to the necessity for an adequate number of change agents and facilitators within the organization. Finally, a realistic timeline must be envisioned. All of these are instrumental in gaining and maintaining commitment towards change of individuals in the organization

It is concluded that the leaders in the CF must enunciate the change vision now in advance of impending change in the near term and it must issue a communication plan as well. There must be efforts made to train and emplace sufficient numbers of change agents in the organization and a realistic timeline must be maintained.

"Faced with a need for massive change, most managers respond predictably. They revamp the organization's strategy, then round up the usual suspects – people, pay and processes – shifting around staff, realigning incentives and rooting out inefficiencies. Then they wait patiently for performance to improve, only to be bitterly disappointed. For some reason the right things don't happen."[1]

Introduction

As with most post-Cold War militaries the Canadian Forces (CF) continues to change to meet the demands of the new world order. Transforming[2] from a heavyweight Cold War structure to a more agile, responsive force will require a well-thought out change plan. This plan will have to involve changes in equipment, training, doctrine and organization/structure. As challenging and uncomfortable this may be for individuals within the organization, the status quo is not workable. So, under the guidance of a new Chief of Defence Staff, the CF is embarking in a new direction, starting with the reorganization of the three environments – Army, Navy, Air Force –under a "new CanadaCom banner."[3] However, the CF must manage this transformation better than it has managed change in previous initiatives. At the time this paper was being developed the weaknesses in the change management process were perceived to be a lack of an adequate change vision, a lack of an adequate communications plan, a lack of committed change agents, and a hasty timeline. To ensure that the CF undertakes the impending transformation more effectively and meets transformation objectives the organization must endeavour to follow a set of processes or practices, which includes the above noted aspects, all of which have been identified as vital by leaders who have successfully transformed their private firms. These lessons learned can be used to guide the CF in its

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[1] David A. Garvin and Michael A. Roberto, "Change Though Persuasion", *Harvard Business Review*, February 2005, 104.

[2] For the purposes of this paper change, transformation and modernization will be used interchangeably.

[3] Mike Blanchfield, "Defence Chief to Alter the Way Military Works," *Ottawa Citizen*, http://www.canada.com/components/printstory, Internet: accessed 7 April 2005.

pending transformation initiative. In his book on commanding change Murray Davis suggests that, "many military organizations are turning to the civilian world in search of best practise solutions to their problems."[4] While the CF has the leadership and the framework in place to coordinate and plan for change it must tighten up aspects of the change management process to better manage strategic transformational initiatives.

Before delving into the processes and procedures used by these successful firm this paper will first provide, in the first section, a brief description of the stages of changes that an organization experiences followed by definitions of change management and the associated process. Then a brief overview of how change is planned for and managed in the CF will be provided. The second section will be an overview of why the lack of a process hinders the CF in its' attempts at transformation follows. Next, the paper will provide an examination of the important lessons learned by civilian firms that have successfully managed change initiatives. Included in this evaluation of solutions will be a presentation of why they would work, and counter-arguments as to why civilian processes could not work for the CF. Finally, recommendations on how the CF could improve the change management process for upcoming and future transformations will be presented.

Defining Change Management

Prior to commencing discussion on the process of effective change management an overview of stages of change within an organization then accepted definitions of change management be presented. This will be followed by a description of what constitutes a change management process.

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[4] Murray Davis, *Commanding Change: War Winning Military Strategies for Organizational Change* (Westport: Praeger Publishers, 2001), 3.

Organizations undertaking change typically go through a number of stages. Although there are a number of change theories this paper will discuss the most recognized theory, that being the three stages in Lewin's Field Theory.[5] The first stage is unfreezing, the time during which movement toward a change is initiated. The second stage involves the actual changing or the stage during which the implementation of change occurs. Finally, the third stage is refreezing or the period during which change is institutionalized. These stages do not occur consecutively but typically overlap and intertwine.

The Change Management Toolbook summarizes change management as "the processes, tools and techniques to manage the people-side of change processes, to achieve the required outcomes and to realize the change effectively within the individual change agent, the inner team and the wider system."[6] Fred Nickols, in his on-line change management primer, provides that managing change "is the making of changes in a planned and managed or systematic fashion" and it is also "the response to changes over which the organization exercises little or no control."[7]

Beckhard and Harris, both experts at managing transition, indicate that the process of change management has four aspects. First, setting goals and defining the future state or conditions to be achieved. Second, evaluating the present state in relation to the goals defined in the first step. Third, defining the transition state, which includes

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[5] Murray Davies, *Commanding Change…*, 13 and Fred Nickols, "Change Management 101: A Primer", http://home.att.net/~nickols/change.htm, accessed 23 April 2005, 3.

[6] "Introduction to Change Management", www.change-management toolbook.com, accessed 23 April 2005, 1.

[7] Fred Nickols, "Change Management 101: A Primer", http://home.att.net/~nickols/change.htm, accessed 23 April 2005, 1.

the activities required for reaching the future state. Fourth, developing strategies and actions plans for managing the transition.[8] Planned change, in short, involves the "identification of a problem, the establishment of goals and strong efforts to get buy-in, commitment and support with the net effect being an orderly move to the end-state."[9]

One additional comment regarding change and the management there of, is that change in all types of organizations involves both psychological and a physical aspects.[10] The former requires that processes be put in place to help realign peoples' attitudes towards change. The latter focuses on the actual restructuring of the organization. The 'people' aspect plays an extremely important part in the success, or not, of change initiatives and due to this it is fundamental that people buy-in to the change plan.

Chief Executive Officers and leaders of civilian firms who have successfully transformed their organizations state that there are four important aspects in the change management process.[11] The first is to ensure that a change vision is developed and articulated early on in the planning. Second, there must be a detailed communication plan. Third, there must be a sufficient number of change agents within the organization, and finally, a realistic timeline must be developed.

The CF Change Management Framework

The thesis of this paper is based on inefficiencies in the way the CF undertakes change. This is not meant to imply that there are no tools or structure in place to plan and manage change. In fact, the CF uses the Defence Planning and Management (DP&M) Framework, found within the purview of the Director General Strategic Planning, to plan

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[8] Richard Beckhard and Reuban T. Harris, *Organization Transitions: Managing Complex Change* (Reading: Addison-Wesley Publishing Company), 30.

[9] Fred Nickols, "Change Management 101…", 3.

[10] Murray Davies, *Commanding Change.*…, 13.

[11] Synthesis of Interviews contained in Harvard Business Review Reprint Collection, "Leadership and Change."

its long, mid and short term strategic direction; to manage the Sustaining and Change Agendas; to monitor performance and risk management; and to report to the government.[12] Through a number of core processes, such as business planning, strategic visioning and performance measurement the Director General Strategic Planning conducts planning in three views. The short-term view looks out 1 to 4 years, with the intent on maintaining current capabilities. The medium view ranges from five to 10 years with a view to replacing current capabilities and the long-term view looks out 10 to 30 years.[13] Figure 1 shows the DP&M core processes and the relationship between them and government policies and directives.

Figure 1: Core Processes of DP&M.

Source: http://vcds.mil.ca.

Also under the umbrella of the VCDS is the Director General of Strategic Change (DGSC), the organization that serves as the impetus for strategic change. The role of this

[12] Defence Planning and Management (DPM) Homepage; http://vcds.mil.ca/dgsp/pubs, accessed 22 March 2005.
[13] *Ibid.*, 2.

directorate is "develop and support Defence's capability to define, focus and implement its change and transformation requirements."[14] In 2001 the Defence Management Committee approved the use of the Framework for Strategic Change through Continuous Improvement. As stated on the DGSC website this management framework provides "an integrated approach designed for pursuing and achieving strategic DND/CF objectives."[15] The framework serves to "ensure that all improvement initiatives, regardless of origin, magnitude or scope, ultimately contribute to the attainment of strategic as articulated in Strategy 2020."[16] Strategy 2020 is the strategic framework developed by the senior leadership in the CF. Serving as a focus and guide document, Strategy 2020 provides the long-term objectives and the short-term targets for Defence.

Returning again to the DGSC Framework there are several key and supporting components, and there are supporting documents to aid in strategic change and the inherent requirement for continuous improvement. Table 1 summarizes the key and supporting components.

Table 1 – Key and Supporting Components of the Framework for Strategic Change through Continuous Improvement

Key Components	**Essential Supporting Components**
Vision: identifies long term objectives and direction for defence.	**Recognition and Incentives**: promotes motivation for achievement of objectives.
Leadership: demonstrates organizational commitment to change and innovation.	**Effective Communications**: ensures all receive and understand a clear, coherent message of the vision, direction and corporate priorities.
Policy: provides broad direction while limiting prescription.	**Knowledge Management & Continuous Learning**: promotes sharing of information, establishes actual and virtual network of change managers and specialists.
Priority Setting & Business Planning: communicates and links the business planning	**Financial Resources**: identifies and promotes traditional and non-traditional methods of financing

[14] Director General Strategic Change; http://www.vcds.forces.gc.ca/dgsc/org/intro_e.asp; accessed 22 March 2005.
[15] *Ibid*.
[16] *Ibid*.

Key Components	Essential Supporting Components
process to the achievement of objectives.	to support innovation.
Standards and Performance Measurement: establishes targets, facilitates assessment of results against objectives, and identifies need for improvement.	**Management of People**: recognizes the talent of people as our most important resources.
Risk Management: encourages risk taking while minimizing and managing impacts.	**Functional Direction**: facilitates horizontal communication and accountability; ensures a mechanism for measuring and reporting on change performance and achievement of objectives.
Evaluation and Audit: facilitates rigorous assessment of operational and strategic plans.	
Accountability and reporting: promotes ownership of processes and results.	

Source: DGSC, "The Continuous Improvement Primer," 3.

Supporting documents include the Continuous Improvement Primer, the Treasury Board Accountability Framework and the National Quality Institute's Criteria for Public Sector Excellence, to name three. However, these frameworks and documents are not well known with the Canadian Forces and they will remain virtually useless until publicized. As DGSC states, "it is not enough to develop a framework and have it approved by senior management."[17]

Even based on this cursory overview of the strategic change and planning mechanisms in place in the one can see that there are a number of frameworks available and in place to direct and focus change efforts. There are however, weaknesses in the process followed that prevent or limit effective change management throughout the organization. These weaknesses, particularly in view of the upcoming transformation initiative, relate to a lack of a change vision, a lack of a communication plan, insufficient numbers of committed change agents within the organization and an unrealistic timeline.

[17] Director General Strategic Change, "Comparative Review of DND's Framework for Strategic Change, TBS' Management Accountability Framework and NQI's Criteria for Public Sector Excellence (draft), 26 October 2004, 15.

Causes of Ineffective Change

The ensuing portion of this paper will present discussion on the reasons why change initiatives fail, in general. Then discussions on what aspects of the CF change management process are weak, including why this is a concern will be presented.

There are a number of reasons why having weak aspects within a change management process should be a concern. Many negative results can be realized when change management is poorly done and these results often develop for a number of reasons. Some of these reasons include: a failure to identify and deliver tangible results, too much detail, a lack of priorities (everything is important), a failure to change performance measurement to reflect the new reality, employees are not involved or heard and the personal results are unclear (i.e., workers are not sure of 'what's in it for them').[18]

When one considers the statistics on why organizations are unable to successfully change one can understand the importance of having an effective change process. One study determined that 40% of firms were unsuccessful at change because they did not have the capability to execute their change strategy, 35% of organizations were not successful because they were either not ready or committed to make the change, and 17% of firms failed due to a poor change strategy.[19] Other studies have determined that failure is also experienced because of a lack of support and commitment from senior level

[18] The Price Waterhouse Change Integration Team, *Better Change: Best Practices for Transforming Your Organization* (Illinois: Irwin Professional Publishing, 1995), 6.

[19] Lance Berger et al, *The Change Management Handbook: A Road Map to Corporate Transformation* (Chicago: Irwin Professional Publishing, 1994), 355.

managers, lack of training and a lack of clear rational for the change.[20] Again, one can see that having a clearly articulated goal, clear strategy and commitment in the organization are important.

The CF applies the principles of war, operational art and campaign planning in operations and should use these as a set of criteria in its' transition endeavours. One of the vital components is the Commander's vision. At the time this paper was being developed the Commander's vision for transformation was not articulated, which makes it difficult to bring people on board to support the change. A lack of a transformation vision could result in a reduction of lack of concentration of force, no economy of effort, and limited maintenance of the aim. This absence of a vision could subsequently lead to uncoordinated, non-mutual efforts that will not meet the overall transformational goals. An uncoordinated effort at the 'grassroots' level leads to "chaos rather than well orchestrated change."[21] One of the lessons learned from the Management Command and Control Re-engineering initiative was that the vision must be believable and realizable or credibility will be lost.[22]

As with the vision, there has been no communication plan issued on how this transformation will proceed and, the timelines appear compressed. A detailed communications plan, issued well in advance, serves to educate individuals in the organization and assists in gaining commitment. As civilian firm leaders have realized major transformations require a change in motivation and attitude and one can be

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[20] Mark J. Ahn, "From Leaders to Leadership: Managing Change," *The Journal of Leadership and Organizational Studies*, Volume 10, Number 4, Spring 2004, 115.

[21] Director General Strategic Change, "The Continuous Improvement Primer Version 3, January 2003, 4.

[22] Colonel Scott A. Becker, *"The Strategic Leadership and Change Management Continuum,"* (Toronto: National Security Studies Course 2004), 41.

effective at this by detailed and continuous communications. The lack of a well-developed communication plan was identified as a weakness[23] in the previous major initiative undertaken by the CF, that being the Management Command and Control Re-engineering Initiative. So, the CF should not be making the same error with this transformation.

There are 'rumblings' that the first stage of the change project will commence summer 2005. Bearing in mind that civilian companies, and militaries that have undertaken major transformational initiatives, have taken anywhere from 2-4 years to plan the change perhaps things are being rushed for this impending transformation. Rushed timelines precludes adequate planning, preparation and communications. A time planning factor to take into account is it could take up to five years to plan and implement changes and achieve results.[24]

How do private firms successfully transform

Private firms use various processes and tools to successfully manage change. After reviewing how four Chief Executive Officers successfully transformed their organizations (General Electric, Bell Atlantic, Allied Signal, and Globe Metallurgical) it became clear that there were consistencies and similarities in their approaches. There was no magic formula used and neither was there a generic or cookie cutter approach to managing change. The leaders of these successful firms did however provide a number of things to their organizations. First, the leaders provided a clear vision of what the institution looked like and the direction the firm needed to take toward the vision. A

[23] Canada, *MCCRT Historical Report* (Ottawa: 2001), accessed through http://vcds.mil.ca/dgsc/tem1_e.asp?doc; IRC – links – MCCRT Historical Report, nd.

[24] Jamie Flinchbaugh, "Getting Lean Right: 10 Factors to Understand before Embarking on Transformation", *Industrial Engineer*, Jan. 2005, Vol. 37, Issue 1, 44.

clear indication of the organizational identity was provided as well as an unambiguous understanding of the interdependency between the organization and the outside environment. The structure of the organization was made flexible enough to manage the amount of work required. Finally, an obtainable scenario that provided clear direction on which strategic plans could be developed was specified.[25]

As Lance Berger indicates in the Change Management Handbook, workable change management frameworks have standard components.[26] First, there is acceptance within the organization that change is and will continue to happen. This acceptance can be cultivated within the organization by having a strong viable vision and using a sufficient number of change agents throughout the organization. Second, a system is in place to assess the triggers that cause change, such as opportunities and threats, which can cause instability in the organization. Third, the organization successfully eliminates the perception that change will not happen (self deception). Finally, all levers of the organization - strategy, operations, culture, and compensation – are in alignment with implemented changes.

Why would these solutions work?

The solution to use a private sector methodology or process to manage change will work for a variety of reasons. The factors that are driving change are identical for private firms and for the CF.[27] For example, volatility and a lack of stability exist in terms of the threat facing the CF and the markets, which impacts private firms. Military

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[25] Richard Beckhard and Reuban T. Harris, *Organizational Transition: Managing Complex Change* (Reading: Addison-Wesley Publishing Company), 7.

[26] Lance Berger, *The Change Management Handbook: A Road Map to Corporate Transformation* (Chicago: Irwin Professional Publishing), 5.

[27] D.J. Winslow, "Canadian Society and its' Army", *Towards a Brave New World: Canada's Army in the 21st Century*, ed. Lieutenant-Colonel Bernd Horn and Peter Gizewski, 1-22 (Kingston: Director Land Strategic Change, nd.), 6.

organizations and private firms are both also facing pressures to downsize. Despite the pressure to downsize the CF also must undertake operations throughout the world. This parallels the operations of global, multinational private firms. Finally, both types of organizations are facing the challenges of having to adapt new societal and cultural challenges. There are sufficient similarities between civilian and military organizations so there is no reason why the CF cannot adopt processes used by their civilian counterparts to manage change.

Why would they not work?

There are certainly counter-arguments as to why the CF, and other military organizations, should not rely on civilian firm best practises. Opponents of military organizations that use the latest business 'fad' suggest that these are not beneficial to the military. Lieutenant Colonel Rostek, writing about military re-engineering suggests that, "the legacy of instituting reforms ineffectively and in an ad hoc manner is due to the keenness to grab onto private sector themes of the day."[28]

In his work on commanding change Murray Davies suggest that there are enough factors affecting change in a military organization that differ from those affecting a civilian firm, which leads to a requirement for the military organization to use a different approach or strategy than that of a civilian firm. He even suggests a set of principles that could be used as a guide to aid in military change management.[29] These principles include: communicate the change; plan through the change, guide the change; people first then things; criticism is not mutiny; and military change does not happen overnight.

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[28] Michael Rostek, "A Framework for Fundamental Change? The Management Command and Control Reengineering Initiative", *Canadian Military Journal*, Vol. 5, No. 4, Winter 2004-2005, 71.

[29] Murray Davies, *Commanding Change: War Winning Military Strategies for Organizational Change* (Westport: Praeger Publishers), 120.

The insights above are valid but the processes used by civilian firms provide good lessons learned and examples for the CF and they should be adopted and inculated in the CF change management process.

Recommendations

This portion of the paper will focus on some recommendations for making the change management process more effective in the CF. These recommendations deal with change vision, change agents, communications, and timelines. Improvement in the application of these aspects will mitigate the disturbances caused by change and will enhance commitment to the change process throughout the organization.

A vision is a "desired end state"[30] that "provides a reason for existence and helps ensure stability and continuity of direction."[31] The current CF vision[32] was developed and issued in 1999. A the CF embarks on its next transformation effort it will be important to articulate a new vision, not necessarily for the CF but as a minimum for the change initiative. Comments from the Minister of National Defence suggests that the Chief of Defence Staff has a vision for this impending transformation but it has not been made public: "…he will be articulating this as we go."[33] This is not an efficient way of managing change. As successful civilian leaders have determined, a vision for change must be articulated well in advance of when the transformation is expected as this assists in gaining the commitment of individuals in the organization. Also, an articulated vision will help coordinate the efforts of all in the CF instead of maintaining the status quo in

[30] Richard Beckhard and Reuban T. Harris, *Organizational Transitions:Managing Complex Change* (Reading: Addison-Wesley Publishing Company, 1987), 45.

[31] Lance Berger et al, *The Change Management Handbook…*), 311.

[32] Strategy 2020 Vision: "The Defence Team will generate, employ and sustain high-quality, combat capable, inter-operable and rapidly deployable task-tailored forces….With transformational leadership and coherent management, we will build upon our proud heritage in pursuit of clear strategic objectives."

[33] Mike Blanchfield, "Defence Chief to Alter the Way Military Works," *Ottawa Citizen*, Internet: http://www.canada.com/components/printstory, accessed 7 April 2005.

which all organizations seemingly undertake their own change initiatives. Finally, this vision statement will be the foundation for subsequent announcements and information programmes.[34]

In addition to the vision, and as the transformation proceeds it will be necessary to articulate a mid-point goal or numerous mid-point goals. These provide concrete objectives that keep individuals focused and motivated "to make a real commitment of time, energy, and resources."[35]

The CF must endeavour to use more change agents within the organization – "a coalition of senior and junior officers who share a common vision"[36] - and must provide them with appropriate training to make them a valuable asset. Change agents will ensure the organization builds and maintains the impetus within to encourage individuals to change. However, it is important that they remain constant and are retained in place long enough to implement the change. Change agents must also be provided training and must undertake activities that make them more aware and keeps them oriented towards the goal and aim of the transformation. The South African Defence Force, for example, undertook successful use of change agent training before and during its transformation by providing Critical Mass Training to those who would be leading the change.[37] While change agents are normally the leaders within the organization there should also be many change facilitators, those fully committed to the change initiatives, spread throughout all levels of the organization.[38]

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[34] Murray Davies, *Commanding Change…*, 128.
[35] Richard Beckhard and Reuban T. Harris, *Organizational Transitions…*, 46.
[36] Bryon E. Greenwald, *The Anatomy of Change: Why Armies Succeed or Fail at Transformation*, The Land Warfare Papers, No. 35, September 2000 (Virginia: The institution of Land Warfare), 16.
[37] Murray Davies, *Commanding Change…*, 109.
[38] Lance A. Berger at al, *The Change Management Handbook: A Roadmap to Corporate Transformation* (Chicago: Irwin Professional Publishing, 1994), 21.

It is vitally important that the CF create and use a detailed communication plan. A military organization is traditionally good at written communications and passage of information is generally good. But, most people do not readily accept change and military organizations are even more adverse to change. As Lieutenant-General (Retired) Kinsmen suggests, there is a "tendency to avoid it completely or to take the slow route."[39] It is for this reason then that the change agenda aim and goals must be verbally communicated (i.e., face-to-face) to permit everyone in the organization to not only see the leader's commitment but to achieve other benefits as well. The first benefit is that it ensures that everyone in the organization understands the part they play in the transformation. The second benefit is rumours are kept under control, if not silenced all together. Finally, a detailed communications plan assists people in developing a sense of ownership in the process.[40] This last point leads to buy-in and commitment so that the change occurs with less traumatic results. In the end, a communications plan that is presented continuously and honestly will ensure that everyone in the organization, particularly the leaders, understands the issues and can "offset the negative emotional impact of change agendas."[41]

One important aspect to effective change management is to have a realistic timeline and this is often underestimated in change plans. Just as there is no generic process that is followed in transformation there is no established or set timeline to which leaders should adhere. There are however, concrete examples that demonstrate that change does not happen overnight. The South African Defence Force, for example, took

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[39] LGen (Ret'd) D.N. Kinsmen, "Leadership Challenges for the New Century: A Personal Reflection," in *Generalship and the Art of the Admiral: Perspectives on Canadian Senior Leadership*, ed. Bernd Horn and Stephen J. Harris, 147-154 (St. Catharines: Vanwell Publishing Limited, 2001),151.

[40] LGen (Ret'd) D.N. Kinsmen, "Leadership Challenges …," 151.

[41] *Ibid*., 121

one year to design and plan for its transformation and then four years to undertake the changes.[42] This timeframe is also consistent with those of successful civilian firms. Considering these timelines the CF should re-evaluate whether it is wise to undertake the transformation as quickly as it apparently intends to.

Concluding Remarks

This paper commenced with the argument that while the CF does have a change management framework (albeit not well known) the organization does not manage change as effectively as it could due to weak aspects in the change management process. It was suggested that the CF could heed lessons learned from civilian companies that have successfully managed changed.

Civilian organizations have learned several lessons with respect to managing change including the requirement to have a vision articulated well in advance of the change to start in motion the motivation and desire to change. Leaders of civilian firms also note the importance of having a detailed communication plan to keep the process on track as well as having change agents trained and in place to assist in the change process. Finally, while there is no established timeline, a realistic timeframe in which to plan and implement the transition must be established. These aspects are the weaknesses in the CF change process.

There are arguments supporting and opposing the military use of civilian processes and in some instances these 'business fads' do not help the military. In this case though, there are enough similarities between the military change management plan proposed by Murray Davies, for example, and the ones followed by civilian firms that they interchangeable.

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[42] Murray Davies, *Commanding* Change…,109.

There are change management frameworks within the CF but for the upcoming transformation the CF must ensure that it follows certain aspects of the change process. First, the change vision must be articulated as soon as possible to as many individuals as possible to gain maximum commitment within the organization. A detailed communication plan must be used to ensure information on the transformation is continual. Better use must be made of change agent, again to aid in the effectiveness of the change. Finally, the CF should not be hasty in the undertaking of this transformation.

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