

Field Force Transformation

Effective behaviour change and maximised engagement



Winning hearts and minds to make that step change with your field force.

Embedding change in a field force has particular challenges. The remote nature of the team often means face-to-face time is scarce while they are 'on the road' serving customers. Many field forces are also highly independent workers, making consistent change across the whole team a big challenge.

In field force transformations, we must win both hearts and minds to get effective and lasting behavioural change.

Vision of success and why (winning hearts)

For the field force to go on a transformation journey there must be a clear vision of success in the new world, which is aligned throughout the leadership. When a consistent story is communicated, the chance of adoption is much higher than an inconsistent or ambiguous message.

Once the vision has been set and agreed then the next step is to turn this into a compelling, emotive story for *why* the change is imperative for future success. This step can take time as it is not easy to convert a business objective into a meaningful, personal statement that resonates and excites the field force to go on this journey.

"Efforts and courage are not enough without purpose and direction."

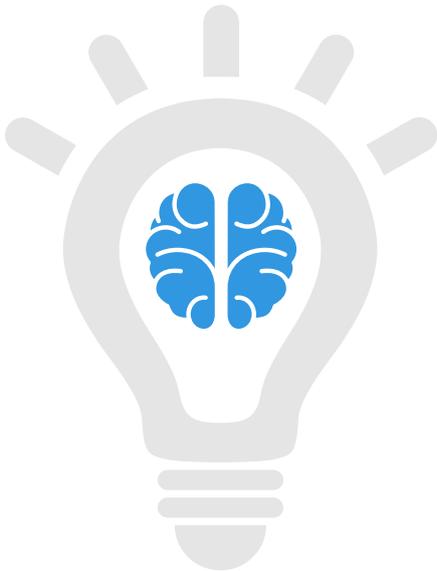
John F. Kennedy

Changing behaviours (winning minds)

To act upon the *why* statement above, the field force will need to adopt new behaviours. To maximize the chance of successful behaviour change, three elements are needed:

1. It must be **easy** i.e. all obstacles must be removed and simple to use tools must be provided to the field force

2. It must be **rewarding** i.e. an elevation in purpose or alignment to remuneration
3. It must feel **normal** i.e. first the leadership and management must set the example by displaying the new behaviours. Secondly, the first to display the new behaviours in the field force should be recognized and supported visibly.

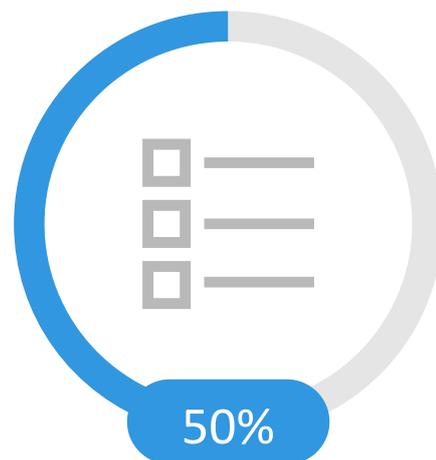


Changing behaviours at this deep level takes a particular frame of mind from leaders. This can be supported with specialist 'mindset' training whereby the science of changing habits and behaviours is explained and contextualised.

After this training, the leaders of the transformation will be open to think differently and positively about the change which is vital as they communicate to their teams and they themselves start to show new behaviours.

Sustained engagement

As with all change, sustaining the new way of working requires continual focus. Typically, the field force will have a mobilised solution to capture data and plan their working day. This system can be used as a platform to gamify their engagement with points awarded for completing actions that link to the new behaviours. Notifications and 'nudges' accelerate the behaviour change in the field force and leader boards not only give transparency to the process but also foster a competitive edge.



If you are looking to maximise the success of your field force transformation then contact us at info@jamesandcarmichael.com www.jamesandcarmichael.com

