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Turning Change Upside Down: How New Insights Are Changing Old Assumptions

Organizational change can be chaotic, because it's often based on faulty assumptions.

Accenture has spent 15 years collecting data to dispel several myths about change management:

Myth #1: Too much change, too fast, is destructive. In reality, high performers implement 30 to 50% more change at a faster pace than their counterparts.

Myth #2: Change causes organizations to go off track. 85% of derailed groups had underlying issues beforehand; change simply exposes the dysfunction.

Myth #3: Performance dips during the early stages. In successful groups, performance actually rises beginning to end.

Myth #4: People need to understand change before committing. While that's true for low performers, high performers trust leadership more readily.

Organizations can become "change smart" by focusing on true performance drivers: leadership, process, vision and passion. They must also foster the ability to handle change – known as "fitness for change" – as part of the corporate culture.

Learn more about the future of work in our full report:

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