

Embedding change by behaviour

As part of a series of interviews with key figures in GITI about the GITI SOx404 implementation, **Click IT** talks to Elise Victoire van Doorne (*right*), an Organisational Psychologist who has been consulting for Shell as a Change Management Adviser, about her role in the process.



SOx404 is all about compliance – compliance to the rules, and compliance to the controls. While teams of people have been working hard to implement a whole range of changes, none of these controls will matter if people do not heed them and act accordingly.

It's all in the mind

Elise explains, "I look at the behaviour of people - the softer side of the organisation - and I'm mainly involved in implementation and cultural changes. Thijs Breet, GITI SOx404 Programme Manager, came to me and asked what I could do to help to achieve long-term sustainable compliant behaviour within the organisation - the kind of behaviour that would help to embed the GITI SOx404 programme. After all, Shell employees aren't always very good at sticking to the rules. They prefer to find their own ways of doing things."

Her role has been multi-faceted. Not only does she function as a change management consultant, she is also a facilitator and a coach.

Sticking to the rules

Elise has also helped the training and implementation team to set up a large number of face-to-face workshops with implementation managers around the world, and created the content of these 2.5-hour workshops, in cooperation with the programme implementation teams.

This involved creating a slide pack with the more technical details, and making space for a section that allowed participants to think about the challenges of the SOx404 programme. The participants drew up a win/loss grid to show the consequences of implementing the SOx404 programme, relating both to the organisation and themselves.

"We needed to communicate to staff what GITI SOx404 is all about, what the controls are, and what needs to be implemented, but also how these changes will impact them," Elise says.

These sessions were always facilitated by SLIMs (persons in the Service Delivery Line responsible for the implementation of the SOx404 C12 controls), and by a line manager and/or a senior leader. "In order to embed this mindset, we needed the leadership teams to take a role model approach, and that's why they were involved in the engagement sessions," Elise explains.

Finding feedback

These workshops trained around 1,600 people, and also offered a unique opportunity for Elise to analyse people's thinking, and find out about their perceived problems, and the obstacles to changing their behaviour going forward. The plan is to publish the results of this feedback.

Elise also plans to do follow-up research to find out how these awareness sessions have helped people during the audit process, and whether it will actually translate to changing their behaviour.

Elise feels that commitment from the management team is vital, and she has been involved in a few sessions with the GITI leadership team so far.

Going forward, she can offer support in helping line managers to set up compliant behaviour in practice sessions with their teams.

"Basically, it is an ongoing process - you can see it as maintenance, which is really the largest challenge we're facing," Elise concludes.