



My name is Elaine Schembri and I am a Senior Change Analyst at National Australia Bank.

After completing my Bachelor of Commerce degree in 1997, I commenced employment at AMP where I initially became interested in training. I was successful in obtaining a role as Learning & Development Consultant and completed my Certificate IV in Training & Assessment in 2001. Over my nine years in training and development roles, I have gained vast experience in numerous industries namely; financial services, professional services and retail.

How did you come to perform in a change management related role? What attracted you?

About two years ago I felt like I had got as far as I wanted to go in Learning & Development. I began researching post graduate courses and their subjects to see how I could leverage off my current skill set. I have always been interested in change management and organisational development and am now completing a Masters in Management with a specialisation in CM & OD. I have to admit it is difficult to juggle full time work and studying, but when you find something you are passionate about it makes it worth it.

Why is good change management so critical to the way businesses perform today?

I think in today's business climate good change management is critical. Employees need to feel involved in the change, understand the reasons for, and feel like they have contributed towards, the solution in order to embrace it. Employers need to realise their greatest asset are their people. Where employees don't understand reasons for business change, some will go out of their way to make it as difficult as possible to implement. Others will say nothing at all and leave. Communication is vital.

What makes a great change management practitioner?

I believe a good change manager needs to have:

- great listening, consulting & communication skills.
- adaptability and flexibility.
- an ability to influence at all levels within the organisation.
- an ability to think 'big picture'.
- a desire to make a difference.
- the ability to build a network of support i.e. Technical skills are not essential, but knowing where to go for assistance certainly is.



What would you say to anyone thinking of starting/developing a career in change management?

Well given that I am very new to Change Management myself I would say with any career you have to be passionate about what you do otherwise do something else. If you are looking at making a change (like I did) analyse your current skill set and where there are similarities and leverage off that. Check out what employers are looking for by registering to receive job ads on a regular basis. Have confidence in yourself and check your ego – sometimes with a change in career you need to step sideways (or slightly downwards) before moving up the ladder once more.

What is your idea of a great change management challenge?

Don't think I can answer this one just yet!