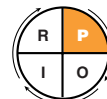


Managing Change Effectively

Constant, continual change has become a way of life in most organizations. Therefore, our strategies have to focus not so much on where and when, but on *what* and *how*. This storyboard looks at how change can be effectively managed by the person trying to initiate or control the change agenda, as well as by the individual or group caught up in the change and in need of coping strategies. A four-step approach for change management will help you manage change. These steps are PREPARE, ORGANIZE, IMPLEMENT, and REVIEW.

1. PREPARE 2. ORGANIZE 3. IMPLEMENT 4. REVIEW



Research the plan thoroughly.



Establish resources and systems.



Communicate and follow through.



Monitor success and adjust.



1.

PREPARE

► Understand the nature of change.

- ◆ Recognize that it is helpful to see change as the norm, rather than the exception.
- ◆ Anticipation governs the relationship between REACTION and PRO-ACTION.
- ◆ Response to change follows a natural curve.
- ◆ The organizational "type" will influence the way that change occurs and is handled.



► Analyze the "need" for change.

- ◆ Our capacity to manage and handle change is significantly better when we understand the context.
- ◆ Focus on the likely impact and timing of the external change drivers.
- ◆ Carefully evaluate how much internal organization adaptation will be necessary.



► Anticipate the impact.

- ◆ Assess the driving and restraining forces that are likely to exist.
- ◆ Anticipate the levels of **fear, shock, stress**, and **sense of loss** that might be experienced from different types of people.
- ◆ Identify groups, individuals, and areas that will be impacted, and how.



► Create a shared vision.

- ◆ Establish managerial "grip" on the key issues.
- ◆ Develop absolute and common **directional clarity**.
- ◆ Alert the organization to the new vision of the future and the need to **align all systems and processes**.
- ◆ Confirm the **shared values** that will prevail.



2.

ORGANIZE

► Establish the support organization.



- ◆ Lock in clear, strong, and unequivocal leadership for the change **before** the journey begins.
- ◆ Select agents or "champions" of change carefully and give them the freedom to act.
- ◆ Have enough change coaches, facilitators, and mentors in place in order to maintain momentum.



► Create a sense of urgency.



- ◆ Adopt a change style or approach that is appropriate to the time frame available.
- ◆ Broadcast the scope of the changes necessary and the key schedules and targets.
- ◆ Anticipate and be prepared for much greater change impacts than you really expect.

3.

IMPLEMENT

► Extensively communicate and listen.

- ◆ Use multiple ways of communicating the change to raise levels of awareness and understanding.
- ◆ Invite broad and diverse input and feedback, and genuinely listen to reactions.
- ◆ Separate emotional reaction from non-emotional reaction, but respond to both actively.



► Build enabling systems.

- ◆ Use feedback to build future processes that help individuals and groups to cope with and manage the change.
- ◆ Establish role models for change and reward any early adopters.
- ◆ Develop motivational incentives for individuals and groups with particular needs.



4.

REVIEW

► Separate from the past.



- ◆ Deal firmly, fairly, and quickly with continued negative responses.
- ◆ Recognize the contribution of previous practices/approaches, but keep them in the past.
- ◆ Highlight the positive benefits of the "new" world over the "old."



► Institutionalize change in values and culture.

- ◆ Help individuals and teams adjust and change their practices as a natural part of everyday tasks.
- ◆ Talk about new approaches indirectly through communication vehicles within the company's culture.
- ◆ Encourage people to talk about their experiences adapting to change (moving from defiance to compliance to alliance).



► Evaluate success and adjust where necessary.

- ◆ Celebrate success or even survival at any available opportunity.
- ◆ Realistically appraise the benefits or drawbacks of change tactics and outcomes.
- ◆ Make changes quickly and visibly if change outcomes are not moving you ahead.

Change Management: Template

Inspect:
Resistance
New skills needed
Value-added



How?

Identify:
Key issues
Context
Possible Concerns



How?

Change Action Strategies

(In what ways should we manage individual reactions to change at each stage?)

1. Denial

2. Anger

3. Bargaining

4. Depression

5. Testing

6. Acceptance

Implement:

Communication
Early adopters
Incentives



How?

Involve:

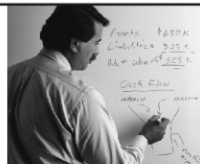
Stakeholders
Opinion leaders
Representatives



How?

Initiate:

Firm leadership
Action teams
Support systems



How?

Inform:

Affected people
Suppliers
Customers



How?

