

## CHANGE MANAGEMENT

Change management is the processes, tools and techniques for managing the human factor of change. It reduces and manages people's resistance to change when implementing process, technology or organisational change.

Change management is a vital component for any organisational performance improvement process such as restructuring; quality management; process improvement etc., to succeed. Change management ensures the realisation of business potential and results.

### Scope of change management

There are several steps or components to managing change within an organisation. These include:

1. Utilising a specific change management process
2. Assessments
3. Communication
4. Training for staff
5. Training and coaching for management
6. Sponsorship and top management
7. Resistance management
8. Feedback and action
9. Celebration of success.

### CHANGE MANAGEMENT PROCESS

There are three phases to a change management process:

Phase 1: Preparing for change: Preparation, assessment and strategy development.

Phase 2: Managing change: Detailed planning and change management implementation.

Phase 3: Reinforcing change: Data gathering, corrective action and recognition.

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### Assessments

Assessments are used to assess the organisation's readiness for change. Readiness assessments provide the change managers with insights into the challenges and opportunities they may face during the change process. Assess the following:

1. The scope of the change, including: How big is this change? How many people are affected? Is it a gradual or radical change?
2. The readiness of the organisation impacted by the change, including: What is the value-system and background of the impacted groups? How much change is already going on? What type of resistance can be expected?
3. The strengths of your change management team.
4. The change sponsors (business leaders and executives) and enable them to effectively lead the change process.

### Communication

Managers often assume that if they convey the intention to change clearly to their employees, their job is done. The truth is that you may need to repeat the message 6 to 7 times before employees fully understand the process and accept it. That is because each employee's readiness to 'hear', internalise and accept facts is different. Success Factory will consult and advise on communication strategies.

### Training

Training is essential for the sharing of knowledge about the change and for teaching the required new skills (if any new skills are required.) Change managers need to list training requirements based on the skills, knowledge and behaviours necessary for the successful implementation of the change. The list will be the starting point for change management to develop or acquire appropriate training programmes.

### Training and coaching for management

Managers and supervisors' participation is key to managing change as they have more influence over an employee's motivation to change than anyone else. Unfortunately, managers and supervisors can be the biggest source of resistance to the intended change. It is vital for the change management team and executive sponsors to gain the support of managers and supervisors in order to build change leadership. Individual change management activities should be used to help these managers and supervisors through the change process.

Once managers and supervisors are on board, the change management team must prepare a coaching strategy. They will need to provide training for managers and supervisors such as training in how to use the different change management tools with their staff.

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### Sponsorship and top management

Top management play a critical role in the management of change. The change management team must develop a plan for top management to sponsor activities and to help key business leaders with implementation. Sponsorship should be viewed as the most important success factor. Do not confuse sponsorship with support. Sponsorship involves active and visible participation by top management throughout the process. Change managers need to help top management to act appropriately in order to sponsor the project.

### Resistance management

Resistance to change is normal human behaviour. However, persistent resistance can threaten change. The change management team needs to identify, understand and manage resistance throughout the organisation. Resistance management is the processes and tools used by change managers and top management to manage staff resistance.

### Feedback and action

Employee involvement is vital to managing change. Feedback from employees is a key element of the change management process. Analysis of the collected data and taking the correct action based on the feedback is crucial for successful change.

### Celebration of success

Early successes must be recognised and celebrated. Individual and group recognition is also a necessary component of change management to reinforce the change in the organisation.

The final step in the change management process is the review of the change once it is accomplished. Evaluate successes and failures and identify process changes for the next change project. This should be a normal part of ongoing improvement of change management for your organisation. It ultimately leads to change competence.

## OUTLINE OF SUCCESS FACTORY'S CHANGE MANAGEMENT WORKSHOP

This is a workshop – everyone participate in group discussions and the group then communicates their findings to the rest of the participants. Participants don't remain with the same group – they change over after each topic. After assessing the situation properly I will design the workshop. Some of the questions the groups will work through may be:

1. Why is this change necessary?
2. What cynicism, fear and resistance exist because of the change?
3. What would 'they' have to do in order for 'us' to feel better about the change?
4. What would 'we' have to do in order for 'them' to feel better about the change?

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5. What language should we use that would indicate that we accept 'them' into 'our' fold?
6. Exactly what needs to change?

**Please note that management's workshop is very strategic and needs to be designed after assessing the situation.**