

CHANGE MANAGEMENT (CM)

Change Management is the ability to actively support a change initiative which has been mandated within the organization. It involves helping the organization's members understand what the change means to them, and providing the ongoing guidance and support which will maintain enthusiasm and commitment to the change process. People with this competency willingly embrace and champion change. They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.

<i>This Means...</i>	<i>This Doesn't Mean...</i>
<ul style="list-style-type: none"> • supporting and reinforcing actions of team members and others that represent or contribute to the new vision 	<ul style="list-style-type: none"> • inadvertently encouraging behaviours that are counter to the new vision
<ul style="list-style-type: none"> • taking personal action to reinforce or support the new vision in tangible ways (e.g. budgeting organizational changes) 	<ul style="list-style-type: none"> • expecting others to change their behaviour to support the new vision without demonstrating any commitment through personal actions
<ul style="list-style-type: none"> • publicly describing a need for change 	<ul style="list-style-type: none"> • getting frustrated because one thinks change should happen
<ul style="list-style-type: none"> • repeating the need for change 	<ul style="list-style-type: none"> • saying things once and assuming all is understood and that change will follow
<ul style="list-style-type: none"> • recognizing "where" change needs to happen 	<ul style="list-style-type: none"> • changing for the "sake of change" with no focus

**Developmental
Activities**

Level 1-2 Activities

Think about all the possible implications of a change initiative you are planning.

- Assess the scope and impact of the intervention.
- Identify the individuals or groups who will be affected by it.
- Anticipate different problems that may arise and the approaches you could take to address potential problems. Identify the individuals who need to be involved in the solution.
- Keep a reserve contingency plan. Act when you first hear of a problem, not later.

Reflection Tip:

- * Do you create a climate that supports change?

Develop your skills in preparing and delivering motivational and engaging speeches and presentations.

- Begin your speech or presentation with a strong and explicit statement of purpose. Answer the question why are we here.
- Provide an overview of what you intend to address. Answer the question what is it we are going to talk about.
- Give the appropriate background so that the audience understands the context. If necessary explain any technical terms of concepts.

Determine the reasons behind major initiatives or changes in your department or unit.

- Review with your manager the events leading up to a significant decision in your unit or organization.
- Probe for informal decision making processes or organizational constraints or norms which led to the decision.

Get involved with a special interest group or cause that you find important.

- Get involved with the group. Ask and watch for the ways that the group gets others involved. Take any opportunity to put yourself in a position of presenting this cause or idea to others. Practice expressing your "passion" for this interest and ask yourself how you can deliver this same passion at work.

Reflection Tip:

* Professional development can happen outside of work also.

Identify a current change initiative that you believe is important.

- Get involved with the group.
- Ask and watch for ways they get others involved.
- Take any opportunity to put yourself in a position of presenting this cause or idea to others.
- Practice expressing your “passion” for this change.

Convey and reinforce accurate information about the change.

- Hold regular meetings.
 - ⇒ Be clear about objectives and expectations for the meetings.
 - ⇒ Prepare and communicate the agenda.
 - ⇒ Be straightforward, honest and thorough when presenting information.
 - ⇒ Include both the positive and negative implications for staff in what you are discussing.
- Establish multiple communication methods.
 - ⇒ Create bulletin boards to show progress.
 - ⇒ Route memos/emails regarding the change when the information would be of interest to others.
 - ⇒ Make use of posters, pocket reminders and wall charts.
 - ⇒ Consider the use of a communication team for your department to ensure that all staff are informed. The communications team should consist of members who are known to be strong communicators.
- Share information from other departments.
 - ⇒ Reinforce to staff that they aren't in this alone.

Use networks to position change.

- Builds relationships.
 - ⇒ Establishes networks of individuals in other divisions/ministries to keep up-to-date on their issues and priorities.
 - ⇒ Maintain regular contact to stay up-to-date on their operations and future plans and to keep from focusing too much on your own specific change initiatives.
- Participate in committees or task forces.

- ⇒ Look for opportunities to get involved in internal/external forums working on new initiatives. Your participation helps to build your networks and facilitate the sharing of expertise around change efforts throughout the organization.

Learn from someone who excels in leading change.

- Identify a person who is perceived as a leader of organizational change.
- Observe them at work and model your behaviour on what you learn from them, or arrange a meeting to determine how they approach different situations.
- What does he or she do that you can do?

Develop a change plan.

- Review the resources in the “Books and Videos” section of this development resource guide.
- Select a model of organizational change that fits with the workgroup’s current situation.
- Develop a draft strategy for implementing change that includes a clear statement of why change is necessary, a vision of the future state, and an implementation plan that uses the model of change identified in your readings.
- Review your draft change plan with your manager for input.
- Identify next steps for implementing your plan.

Level 3-4 Activities

Diagnose the impact of change on your department.

- Determine the impact of change on the team and on individuals in the team.
 - ⇒ Outline the specific changes that will occur.
 - ⇒ Determine how significant each of those changes will be in terms of how individuals work now in your department.
 - ⇒ Think of how each change will affect the working relationships existing in your team.
 - ⇒ Understand who will be likely to feel the most stress from these changes.

- Determine what new capabilities will be required to meet the change vision for your department.
 - ⇒ Outline the skills and competencies that will be required to meet the vision.
 - ⇒ Consider what skills and competencies currently exist in the department.
 - ⇒ Plan to develop or acquire these skills and competencies.
 - ⇒ Think about which staff need development and plan that development.

Reflection Tips:

- * As you are doing this analysis, note the responses that you are having, both professionally and personally, to the potential impacts of the change. These responses will probably be closely aligned to the ones your team will experience when they hear about the change.
- * When individuals are faced with multiple changes, they often respond cynically when they are told that the change will create opportunities for them. You need to think carefully about the members of your team, how much change they have faced in the recent past, and which opportunities are the most realistic - do not set yourself up for failure by exaggerating the possibilities.

Translate the vision for change into a plan for the department.

- Determine the sequence of changes that will occur in your department.
 - ⇒ Understand what work needs to be done in advance of each of the changes to ensure smooth implementation.
 - ⇒ Where the changes are inter-related in a complex way, consider making a "picture" for employees to follow, such as a flow diagram.
- Assign key responsibilities for the changes.
 - ⇒ Determine which employees are critical to the success of each of the elements of change.
 - ⇒ Consider if they have the capability to take responsibility for that aspect of the change. If not, decide who can take on the responsibility.
- Decide on an appropriate timeline for the changes.
 - ⇒ Balance the need to maintain on-going operations/productivity levels with the desire to complete the change as quickly as possible and establish key dates for the completion of the different components of your change plan.
 - ⇒ Understand the impact of missing any of these dates on the rest of the plan.

Enlist the support you need for a new idea, project or plan.

- Identify the people whose support you need.
- Determine what each of these people thinks about your proposal before you present your ideas.
- Develop a plan to do what is necessary to ensure the support you need from each key person.

Assess the readiness of a target group to accept a change initiative.

- Identify a group or division/branch that is a good candidate for a change initiative (e.g. implementation of new technology, change in leadership, change in team membership, new training).
- Develop a clear case that the change is desirable for this group.
- Consider using survey data, if available; interview employees who will be impacted to identify recurring issues or problems.
- Present your case to the individuals who will be most affected by the change.

Reflection Tip:

* In order to win them over, it will be necessary to clearly address their concerns.

Help your team move forward.

- Explain to your team that the change is here to stay, and is non-negotiable, if that is the case.
- Help your team look at the change from a more positive perspective, while not downplaying the serious difficulties they will face. Speak clearly about the specific benefits your team members will see from the change; not just the “party line”. If there are no specific benefits which you can outline, then work to neutralize the areas which are seen to be the most troubling.
- Regularly set goals for each phase of the change, and measure your team's performance against them.
- Put action plans in place to help maintain focus on the benefits, especially by establishing measures of performance with your team. Having something tangible to look at during a time of uncertainty can help people feel more comfortable with their progress.

Reflection Tip:

* Recognize that the changes required will be more or less difficult for various individuals on your team. Do not expect everyone to respond in the same way. Also, recognize that other environmental facts (stress, workload, deadlines, etc.) will have an impact on individuals' reactions to the change.

Complete a force field analysis of your change initiative.

- Consider your goal and the movement towards that goal:
 - ⇒ what is the situation now?
 - ⇒ what is the situation as you would like it to be? (the ideal)
- Chart out the driving forces pushing you towards the achievement of the goal, the forces which push toward improvement.
- Chart out the restraining forces pushing against the achievement of the goal, the forces which resist improvement and keep the problem a problem.
- Review both lists, and underline those forces which seem to be most important right now, and which you think you might be able to affect constructively, the 2 or 3 driving forces and the 2 or 3 restraining forces.
- For each restraining forces you have underlined list some possible action steps which you might be able to plan and carry out to reduce the effect of the force or eliminate it completely. Brainstorm.
- Do the same for each driving force you underlined. List all the action steps which come to mind which would increase the effect of each driving force.
- To begin moving towards your change effort, look to those points where some stress and strain exist. Increased stress may lead to increased dissatisfaction, which may, in turn, be a motivation for change. Sometimes an attempt to increase a driving force results only in a parallel increase in the opposing force. Consider whether the change would be managed more easily by reducing a resisting force. Review the action step you have listed, and underline those which seem promising.
- List the steps you have underlined. Then for each action step list the materials, people, and other resources which are available to your for carrying out the action.
- Think about how your action steps and resources fit into a comprehensive action plan. Eliminate those items which do not seem to fit into the overall plan, add any new steps and resources which will round out the plan, and think about a possible sequence of action.
- Plan a way to evaluate the effectiveness of your action program as it is implemented. Think about this now, and list the evaluation procedures you will use.

When implementing any new strategy or major initiative consider the impact on all those involved, both internally and externally.

- Identify the individuals or groups impacted and keep them informed.
- Whenever possible make a personal visit to key influencers and stakeholders and talk to them about:
 - ⇒ the current changes
 - ⇒ the importance of these changes
 - ⇒ what the changes mean to them

- ⇒ how they can become involved in the transition
- Actively solicit the advice and commitment of the key stakeholders before implementing the new strategy or initiative.
- Ask key stakeholders to actively promote the new strategy or initiative on your behalf. Justify your request to them - sell them on the changes so they can sell others.

Consider role mapping the players involved in the change effort.

- Purpose - Role mapping helps us to identify:
 - ⇒ the key people necessary to sponsor the change
 - ⇒ the key individuals/departments affected by the change
 - ⇒ the political terrain of the change environment that must be addressed when developing implementation plans
 - ⇒ the dynamics of influence that may affect the outcome of the change effort
- When do I create a role map?
 - ⇒ early in the project when you have a clear understanding of your project plan
 - ⇒ who - the project sponsor and the project implementation team or key people responsible for managing the change
 - ⇒ how - usually a 2-hour facilitated session depending on the size and scope of the change
- Process
 - ⇒ begin the process by dividing your project into key components or constituencies. For example, if you are implementing the project of change effort in phases, you will want to create a role map for each phase
- Ask the questions
 - ⇒ who are the main constituencies affected by the change?
 - ⇒ is the change going to be implemented in phases?
 - ⇒ based on the responses to the questions, begin drafting your role map(s). Continue to facilitate the process by asking the following questions:
 1. Who are the primary targets?
 2. Who are the key Sponsors and Advocates who will influence the targets?
 3. Who are the other key Initiating/ Sustaining Sponsors who will legitimize the change?
 4. Who are the key advocates to these sponsors?
 5. Who are the key change agents?
 6. Who plays more than one primary role?
 7. Where is sponsor commitment strong/weak?
 8. Which targets are supportive/resistant to change?
 9. How prepared are key agents to fulfilling their role in helping:
 - Sponsors?

- Targets?
 - Advocates?
10. Are the key Advocates prepared to appropriately influence their Sponsors and Targets?

Note: Not all the questions are relevant in every change situation.

- Key changing roles:
 - ⇒ **Initiating Sponsor (I.S.):** individual/group who has the power to initiate and legitimize the change for all affect targets.
 - ⇒ **Sustaining Sponsor (S.S.):** individual/ group who ensures that the Initiating Sponsor(s) directives are implemented on time and within budget in his or her respective area.
 - ⇒ **Change Agent (C.A.):** individual/group who is responsible for implementing the change.
 - ⇒ **Change Target (C.T.):** individual/group who must actually change.
 - ⇒ **Advocate (A):** individual/group who wants to achieve change but does not have sufficient sponsorship to make the change happen.

Reflection Tip:

- * Include all players who are involved in key roles regardless of their current commitment of predisposition to the change.

- Is not always easy to identify who is the initiating sponsor (I.S.). The I.S. may not be the person who originates the idea (advocate). The I.S. is the person or group who has the organizational power to break from the status quo and officially sanction the change.
- How do you tell an S.S. from an I.S.? The S.S. cannot start the change without first gaining permission from his or her sponsor. The S.S. acts as an advocate for their boss.
- I.S.'s do not ask for permission to change. Instead, they keep their boss informed of what they are going to do or have already done regarding the change.
- Avoid the tendency to view powerful advocates as sponsors. A person who wants to achieve change or is successful in convincing others of its necessity (advocate) should not be confused with someone who has the power to actually legitimize the change (sponsor).

Apply human change management practices in your implementation of change.

- Recognize that all new initiatives require you to think of the change you are bringing forward and how it will be received by the stakeholder, what is the value it brings for them.

- ⇒ **H**ave a clear
- ⇒ **U**nderstanding of the business case for change
- ⇒ **M**obilize the organization to action by painting a clear picture of the change
- ⇒ **A**sk if there is a
- ⇒ **N**eed for compliance or
- ⇒ **C**ommitment
- ⇒ **H**ave an understanding of personal response to change
- ⇒ **A**sk what resistance you will face and take action
- ⇒ **N**eed to monitor how things are going
- ⇒ **G**et out there and communicate, communicate, communicate
- ⇒ **E**nsure you have a plan

Reinforce your “passion” for a change initiative and encourage others to develop commitment.

- In communication with your group work emphasize how the current work effort is related to the change.
- When goal setting with your direct reports ensure that they are referencing the change as one of the goals to which their specific efforts will deliver.

Set expectations of continuous personal growth.

- Foster a continuous change mindset.
 - ⇒ Communicate the “business case” for change to your employees relative to the change vision.
 - ⇒ Help them understand that change is here to stay. Continual and accelerating change and improvement are the new business realities.
 - ⇒ Communicate the value of change to the Organization and the division.
- Clarify roles.
 - ⇒ Build in the expectation of continuous improvement and look for evidence that it is occurring.
 - ⇒ Let employees know they have a role in identifying improvements and enhancing processes and procedures.
- Anticipate the impact.
 - ⇒ Identify the anticipated impact of change on the team. Although a change may negatively impact some employees, especially in the short term, the overall impact will be positive for clients, employees, and stakeholders.

Honour the past and manage conflict.

- Manage conflict effectively.

- ⇒ Allow time for all “sides” to hear one another without interruption.
- ⇒ Confirm your understanding of the issues.
- ⇒ Ask each of the individuals in conflict to state their understanding of the “other side” of the issue.
- ⇒ Look for a solution that will meet everyone’s most important needs.
- Preserve each individual’s self-esteem.
 - ⇒ Focus on the message the individual is trying to convey and respond to that.
 - ⇒ Don’t discuss how well individuals are expressing themselves or put them on the spot by challenging them to explain themselves.
 - ⇒ Use a flip chart to capture what they are saying in a non-judgmental way.

Create a meaningful graphical representation of your change vision to help reinforce it and drive it forward.

- Think through your change vision and identify the 4 or 5 key dimensions/principles around the change.
- Think about key words that represent the principles of your change vision and picture in your mind an ‘image’ that would help ground the change for people.
 - ⇒ For example: the Iceberg Model of competencies is an image that helps drive the different dimensions of human behaviour. Using this iceberg repeatedly in communication helps crystallize the principles for people.
- Use this image to continually reinforce your change vision.

Conceptualize and articulate your vision of an initiative or new direction.

- Review all the events surrounding the initiative in your department/unit, such as changes to the strategy.
- Anticipate the reasons behind potential resistance to the initiative and think about what actions you can take to alleviate that resistance.
- Build a persuasive case for the initiative that is personally meaningful to people and develop a communication plan to articulate the initiative. Present the message to a select group for feedback on the content. Make any necessary changes.
- Implement the communication plan to your organization as well as others who will be impacted. Ensure the vision is visible to all staff. Develop multiple two-way communication channels so that you can effectively monitor the organization’s reaction to the message and make yourself available to answer any questions.

Reflection Tip:

- * During the information gathering phase, consider the comments your colleagues made – was there a pattern? This might indicate a “blind spot” you will want to be sure you consider before communicating your vision.

**Books and
Videos**

Managing Transitions, Making the Most of Change, by William Bridges (William Bridges and Associates, Inc., 1991).

This is a practical book that begins with a short self-diagnosis of change management skills. It provides tactical, useable ideas and checklists for every stage of change. It also provides advice on how to "take care of yourself" during change.

Organizational Transitions: Managing Complex Change (2nd ed.), by Richard Beckhard and Reuben Harris (Addison-Wesley, 1987).

This book provides an excellent introduction to managing organizational change.

You Don't Change a Company by Memo, by Marti Smye (Key Porter Books, 1994).

An accessible and practical guide to implementing organizational change.

When Giants Learn to Dance, by Rosabeth Moss Kanter (Simon & Schuster, 1989).

A collection of case stories that illustrate how organizations learn to rapidly shift their strategies to adapt to the changing needs of the internal and external environment.

The Cultures of Work Organizations, by Trice and Beyer (Prentice Hall, 1993).

This book bridges the management theory and practice gap and shows managers different ways of understanding what is happening in their organization and how to deal with the situations they face.

Leading Corporate Transformation, by Robert H. Miles (Jossey-Bass, 1997).

The author details his proven change program - the most sophisticated and highly developed large-scale change approach in use today.

Leading Change, by James O'Toole (Jossey-Bass, 1995).

The author argues that successful leadership is ultimately rooted in high moral purpose and the consistent display or respect for followers.

The Northbound Train, by Karl Albrecht (Amacom, 1994).

This book helps the reader to find the purpose, set the direction and shape the destiny of their organizations. Topics covered include creating an inspiring vision that can be discussed, understood and shared.

Taking Charge of Change, by Douglas K. Smith (Addison-Wesley, 1996).

This book provides managers with the principles and tools needed to guide themselves and others through the entire period of change, including how to use the all-important link between assessable performance goals and change to help people overcome reluctance and take responsibility.

The Human Side of Change, by Timothy Galpin, (Jossey - Bass, 1996).

A step-by-step action plan for the change process including setting goals for change, establishing measurement criteria and providing feedback, rewards, and recognition.

The video **"Thriving on Chaos"** (Visual Education Centre, 416-252-5907).

This video program provides a comprehensive approach to the subject of change - how to cope with it, run with it, love it and thrive on it.

The video **"Managing Change"** (Performance Resources Inc., 1-800-263-3399).

This video provides a discussion on how to achieve change in an organization with minimum resistance and disruption.

The video **"The Doughnut Organization"** (International Tele-Film, 1-800-561-4300).

This video examines the dilemmas people face in organizations that are struggling to adapt to a changing world.

The video **"Change: Making It Work For You"** (Performance Resources Inc., 1-800-263-3399).

This film examines some common emotional responses to change, and how people deal with those responses. It also illustrates three fundamental guidelines to use with any type of change.