Member Presentation 'Change Management'

Acknowledgement

We acknowledge the Traditional Owners of the land on which we meet today and pay respect to Elders past, present and emerging.

We also extend that respect to Aboriginal and/or Torres Strait Islander people who are with us today.

Change Management Process

The change management process is a series of steps that help an organisation to plan, implement, and evaluate changes.

The common steps in the change management process are:

1. **Prepare for change.** Identify the need, scope, and impact of the change, and communicate with stakeholders.

2. **Create a vision and plan for change.** Define the goals, strategy, and actions for the change, and assign roles and responsibilities.

3. **Implement the changes.** Execute the change plan, monitor the progress, and address any issues or resistance.

4. **Embed and solidify changes.** Reinforce the change outcomes, integrate them into the organisational culture and practices, and celebrate the achievements.

5. **Review and analyze.** Evaluate the change results, measure the benefits, and identify the lessons learned.

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4 Elements of Effective Plans for Change

STRATEGIC GOALS

◎ What goals does this change help the organisation?

KEY PERFORMANCE INDICATORS

◎ How will success be measured?

◎ What metrics need to be moved?

◎ What's the baseline for how things currently stand?

PROJECT STAKEHOLDERS AND TEAM

◎ Who needs to sign off at each critical stage?

◎ Who will be responsible for implementation?

◎ Who will oversee the task of implementing change?

PROJECT SCOPE

◎ What discrete steps and actions will the project include?

◎ What falls outside of the project scope?

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Key to Successful Change Management

While no two change initiatives are the same, they typically follow a similar process. To effectively manage change, managers and business leaders must thoroughly understand the steps involved.

Some other tips for managing organisational change include asking yourself questions like:

Do you understand the forces making change necessary?

Without this understanding, it can be difficult to effectively address the underlying causes that have necessitated change, hampering your ability to succeed.

Do you have a plan?

Without a detailed plan and defined strategy, it can be difficult to usher a change initiative through to completion.
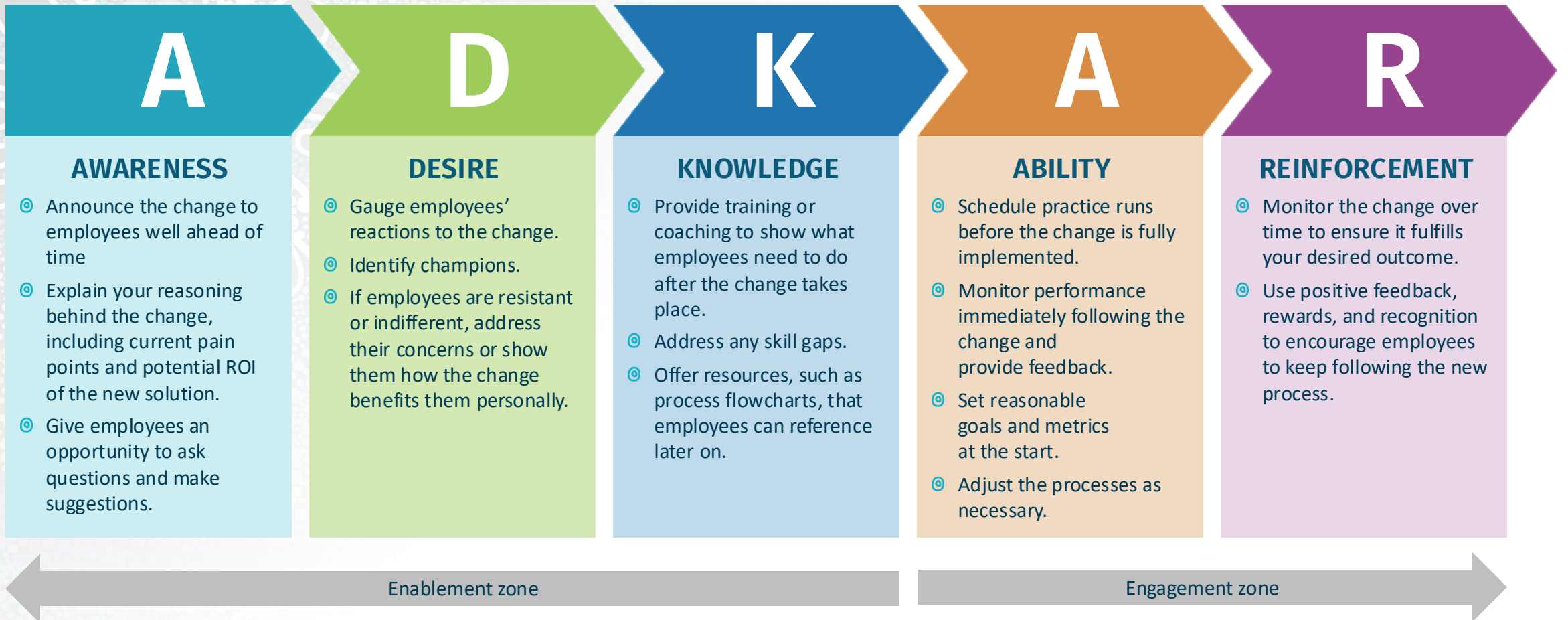
How will you communicate?

Successful change management requires effective communication with both your team members and key stakeholders. Designing a communication strategy that acknowledges this reality is critical.

Have you identified potential roadblocks?

While it's impossible to predict everything that might potentially go wrong with a project, taking the time to anticipate potential barriers and devising mitigation strategies before you get started is generally a good idea.

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The ADKAR Change Management Process

A — AWARENESS
- Announce the change to employees well ahead of time
- Explain your reasoning behind the change, including current pain points and potential ROI of the new solution.
- Give employees an opportunity to ask questions and make suggestions.

D — DESIRE
- Gauge employees' reactions to the change.
- Identify champions.
- If employees are resistant or indifferent, address their concerns or show them how the change benefits them personally.

K — KNOWLEDGE
- Provide training or coaching to show what employees need to do after the change takes place.
- Address any skill gaps.
- Offer resources, such as process flowcharts, that employees can reference later on.

A — ABILITY
- Schedule practice runs before the change is fully implemented.
- Monitor performance immediately following the change and provide feedback.
- Set reasonable goals and metrics at the start.
- Adjust the processes as necessary.

R — REINFORCEMENT
- Monitor the change over time to ensure it fulfills your desired outcome.
- Use positive feedback, rewards, and recognition to encourage employees to keep following the new process.

Enablement zone

Engagement zone

[ADKAR Change Management Model Video Presentation](#)

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5 Steps in the Change Management Process

1. Prepare the organisation for change

For an organisation to successfully pursue and implement change, it must be prepared both logistically and culturally. Before delving into logistics, cultural preparation must first take place to achieve the best business outcome.

In the preparation phase, the manager is focused on helping employees recognize and understand the need for change. They raise awareness of the various challenges or problems facing the organisation that are acting as forces of change and generating dissatisfaction with the status quo. Gaining this initial buy-in from employees who will help implement the change can remove friction and resistance later on.

2. Craft a vision and plan for change

Once the organisation is ready to embrace change, managers must develop a thorough, realistic, and strategic plan for bringing it about.

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The plan should detail:

Strategic goals:

What goals does this change help the organisation work toward?

Key performance indicators:

How will success be measured? What metrics need to be moved? What's the baseline for how things currently stand?

Project stakeholders and team:

Who will oversee the task of implementing change? Who needs to sign off at each critical stage? Who will be responsible for implementation?

Project scope:

What discrete steps and actions will the project include? What falls outside of the project scope? While it's important to have a structured approach, the plan should also account for any unknowns or roadblocks that could arise during the implementation process and would require agility and flexibility to overcome.

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3. Implement the changes

After the plan has been created, all that remains is to follow the steps outlined within it to implement the required change. Whether that involves changes to the company's structure, strategy, systems, processes, employee behaviors, or other aspects will depend on the specifics of the initiative.

During the implementation process, change managers must be focused on empowering their employees to take the necessary steps to achieve the goals of the initiative and celebrate any short-term wins. They should also do their best to anticipate roadblocks and prevent, remove, or mitigate them once identified. Repeated communication of the organisation's vision is critical throughout the implementation process to remind team members why change is being pursued.

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4. Embed changes within company culture and practices

Once the change initiative has been completed, change managers must prevent a reversion to the prior state or status quo. This is particularly important for organisational change related to business processes such as workflows, culture, and strategy formulation. Without an adequate plan, employees may backslide into the "old way" of doing things, particularly during the transitory period.

By embedding changes within the company's culture and practices, it becomes more difficult for backsliding to occur. New organisational structures, controls, and reward systems should all be considered as tools to help change stick.

5. Review Progress and Analyze Results

Just because a change initiative is complete doesn't mean it was successful. Conducting analysis and review, or a "project postmortem," can help business leaders understand whether a change initiative was a success, failure, or mixed result. It can also offer valuable insights and lessons that can be leveraged in future change efforts.

Ask yourself questions like: Were project goals met? If yes, can this success be replicated elsewhere? If not, what went wrong?

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Resources Links

- [5 Steps in the Change Management Process](#) | HBS Online

- [8 Free Change Management Plan Templates (2024)](#) | Whatfix

- [Australia – Change Management Institute](#) (change-management-institute.com)

- [ADKAR Change Management Model Video Presentation](#)

- [AIM Short Courses – Leadership & Management](#)

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