



CHANGE MANAGEMENT
By Deepak Bharara

LEVERAGING PEOPLE FOR TOMORROW...

Change Management

Change Management (CM) refers to any approach to transitioning individuals, teams, and organizations using methods intended to re-direct the use of resources, business process, budget allocations, or other modes of operation that significantly reshape a company or organization

Change Management....

Principal of Change

- Change is a process that can be enabled, not managed
- The change process must be linked to business and Performance Goals
- Building Capacity to change is a strategic imperative
- Building capacity for change is an evolutionary process
- Effective change process requires a systematic view of the organization
- The change process involves both organization & personal transitions
- Behavioral change is a function of perceived need and occurs at the emotional, not the intellectual level
- Resistance to change is predictable reaction to an emotional process and depends on a person's perception of a change situation.
- A handful of change enablement best practices account for the success of most change processes.
- Change strategies are situational

Change Management....

Rate of Change

When the rate of change outside exceeds the rate of change inside the end is in sight” - Jack Walch

Forces for Change:

- Knowledge Economy
- Virtual organizations
- Merger & Acquisitions
- Electronic Commerce
- Digital Convergence
- Privatization

- Are transforming the world of business

Rate of Success in Change efforts....

- Very Successful 9%
- Moderately successful 4%
- Not very Successful 27%
- Too Soon to tell 27%
- Unsure 33%

There are two sides of change

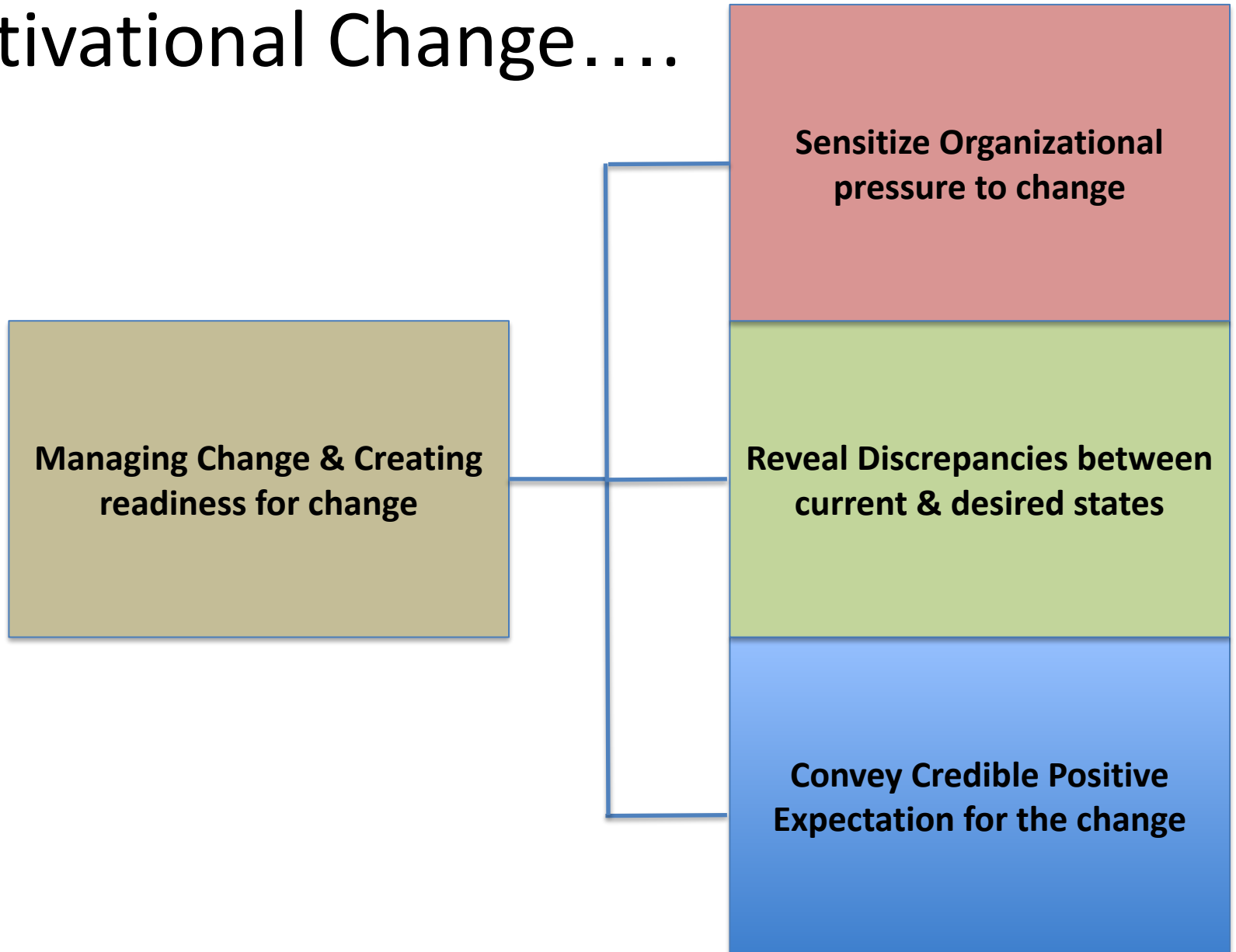
- Technical Side of Change
- Human Side of Change

Five activities contributing to effective change management....

- Motivational Change
- Creating vision for change
- Developing political support
- Managing the transition for change
- Sustain Momentum

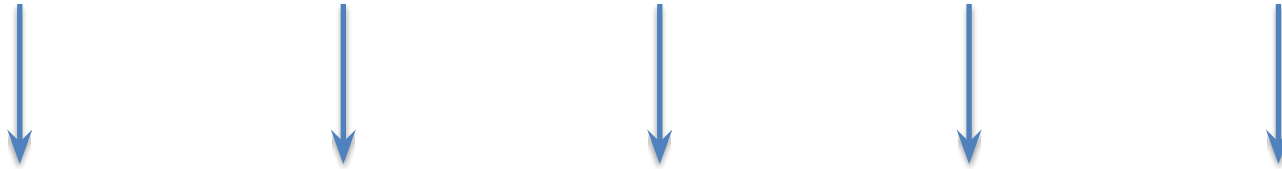
The above will lead to **Effective Change Management**

Motivational Change....

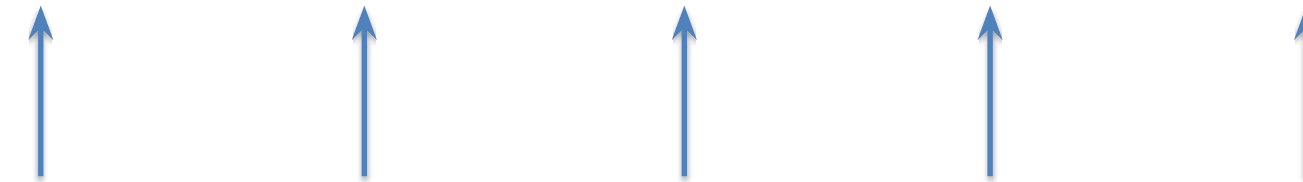


Force Field Analysis Model

Restraining Forces for Change

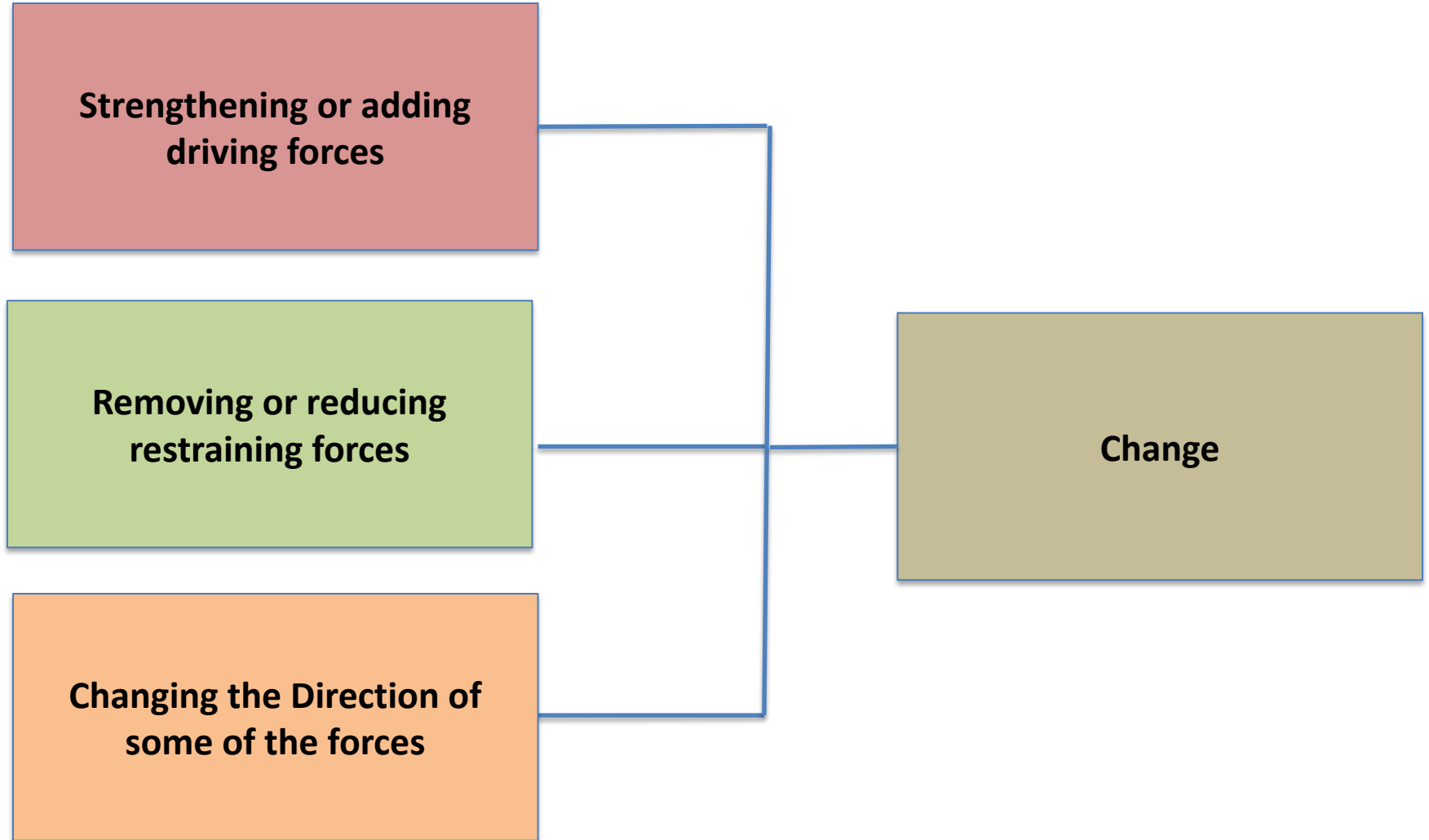


**Current
Situation**



Driving Forces for Change

Force Field Analysis Model....



Group Exercise....

Take this opportunity to think a situation in your organization where Force Field Model could be demonstrated. Begin by identifying a change being instituted in your organization.

List the driving forces _____

List the restraining forces _____

Barrier to Change....

1. Resistance to change
2. Limitation of Existing Systems
3. Lack of Executive Commitment
4. Lack of Executive Champion
5. Unrealistic Expectation
6. Lack of Cross Functional Team
7. Inadequate Team & user skills
8. Technology user not involved
9. Project Change too narrow

Individual Resistance....

Habits

Economic Factor

Job Security

Fear of Unknown

Selective Information processing

Organizational Resistance....

Threat to Established Power Relationship

Threat to Established Resource Allocations

Structural Inertia

Limited Focus on Change

Group Inertia

Four Phases of transitionPast –Future

1. Denial
2. Resistance
3. Exploration
4. Commitment

Some of the sign in Each Phase

Denial	Resistance
How good things were in the past	Anger
It Cant Happen here	Loss & Hurt
Numbness	Stubbornness
Everything as usual attitude	Blaming others
Refusing to hear new information	Complaining
	Getting Sick attitude
	Doubting your ability

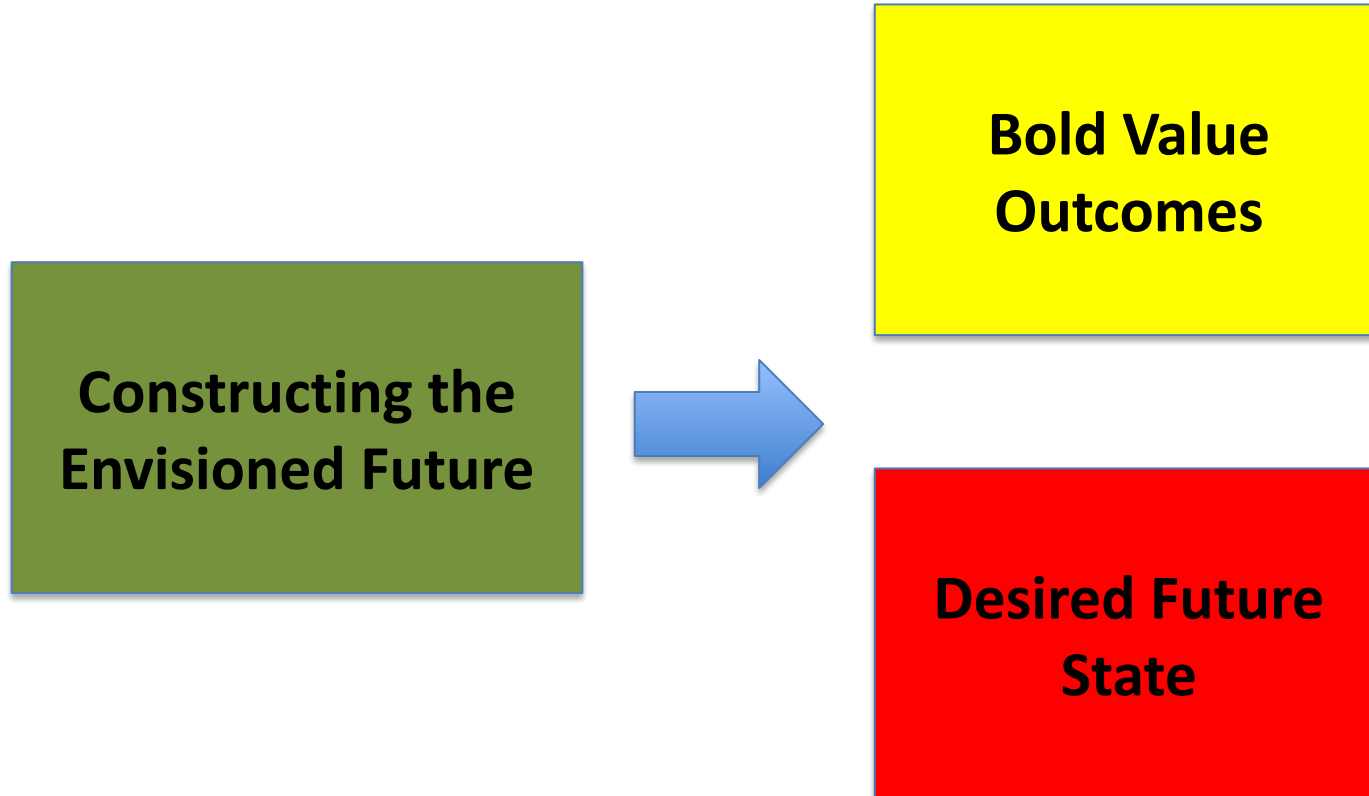
Some of the sign in Each Phase

Exploration	Commitment
What's going to happen to me.	Where I am heading
Seeing Possibilities	Focus
Chaos	Team Work
Indecisiveness	Vision
Unfocussed work	Cooperation
Energy	Balance
Clarifying Goals	
Seeing Resources	
Exploring Alternatives	

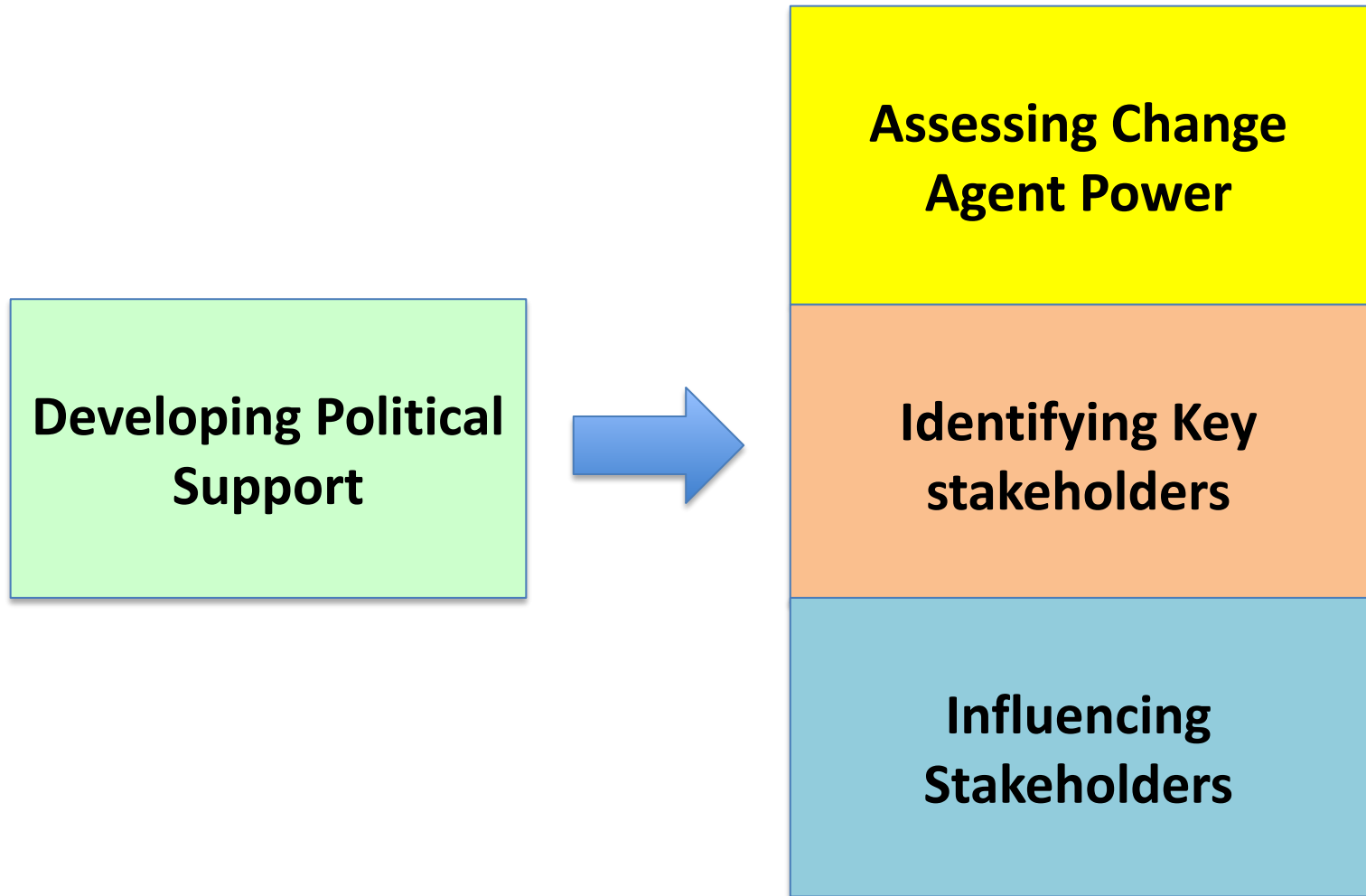
Overcoming Resistance to Change..

Education & Communication	Negotiation
Participation & Involvement	Manipulation & Cooptation
Facilitation & support	Coercion

Creating vision of Change..



Developing Political Support..



Role in Organization Change..



These are individual or groups with the power to determine that a change will occur

These are individual or groups responsible for seeing that a previously determined change occurs

These are individual or groups who are asked to change something (knowledge, skills or behavior) as a result of the change

Influencing Key Stakeholders...

A set of questions designed to profile an individual stakeholders

Power

What is their source of power
What they can control –
money/time/resources/people/information

Who they can influence –
friends/admires those who feel
obligation & occasional
reluctant

What is their style of Using Power ?

Make responses to threats
Assertive & Direct
Deception & Subtlety

Influencing Key Stakeholders...

Effect of Change

How does the change really affect them?

Change Their Power ?
Affect Other Needs ?
Affects Goals, Objectives & Interests?

What is their Likely response to the change?

Opposition. Uncertainty or support?
Action Now or Wait & See?
Open Action or Hidden Action?
Individual action or acting with others?

What would be the impact of their response?

Significant or limited ?
Local or Widespread?
Recoverable or Permanent?

Influencing Key Stakeholders...

Influencing Key Stakeholders

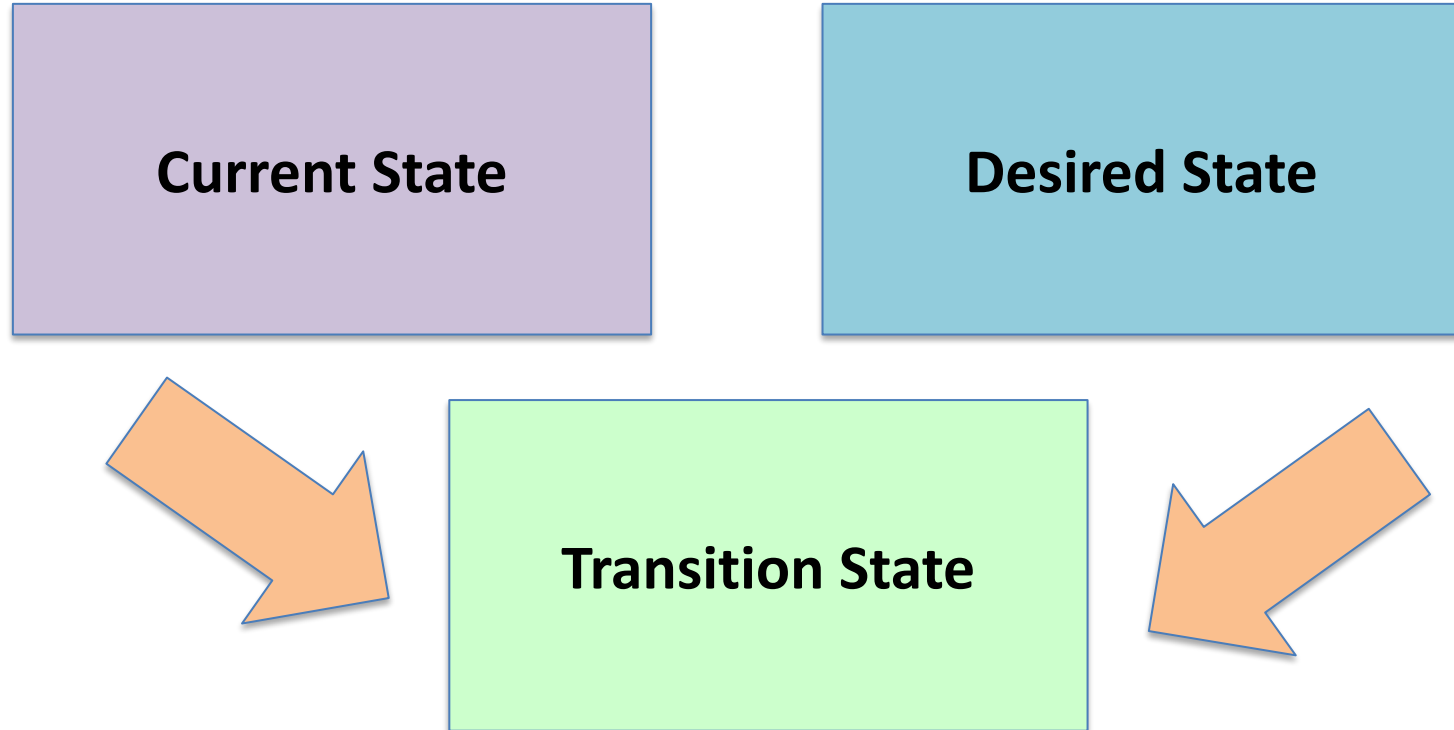
What would make them more supportive of the change

Information/Understanding?
Involvement & ownership?
Change in planned actions?
Direction from More senior Managers
Evidence of the Success of the change

What would make them less supportive of the change?

Personal Threat?
Non – involvement in Decisions?
Personal Rivalries?
Insufficient evidence in Trial Period
(defined by them)?

Managing the Transition ..



Activity Planning/Change Management Team

Change Management Team: Role Example ..

Head Executive Sponsor

Corporate Management
Key project Accountability & ownership
Report to CEO on Project outcome

Current Head OD Change Leaders

Coordinate overall Change Program
Develop clear change strategies for change
Responsible & accountability for overall process
Develop individual and team changed

Communication Role Change Agents

Provide clear communication to all Key stakeholders
Develop 2 way communication channels to foster ongoing organizational change

HR Role Change Agents

Provide expert HR advise on personal transition & support'
Provide change office & project based HR Infrastructure

Change Management Team: Role Example ..

Project Leaders

Take responsibility for key initiatives
Coordinate project team
Report to business until GM & change office on Project Process

Leadership Advisory Role

Develop Leadership change Management Capability
Provide ongoing change advise to leaders

Process Coordination Role

Coordinate project infrastructure & integration
Prioritize and plan overall project timeframes

Performance Management Role

Establish clear project performance measures and reporting systems
Managing ongoing project performance
Report to Executive on overall progress

Critical Skills of Change agents

**Understands
Change Dynamics**

**Appreciates
Diversity**

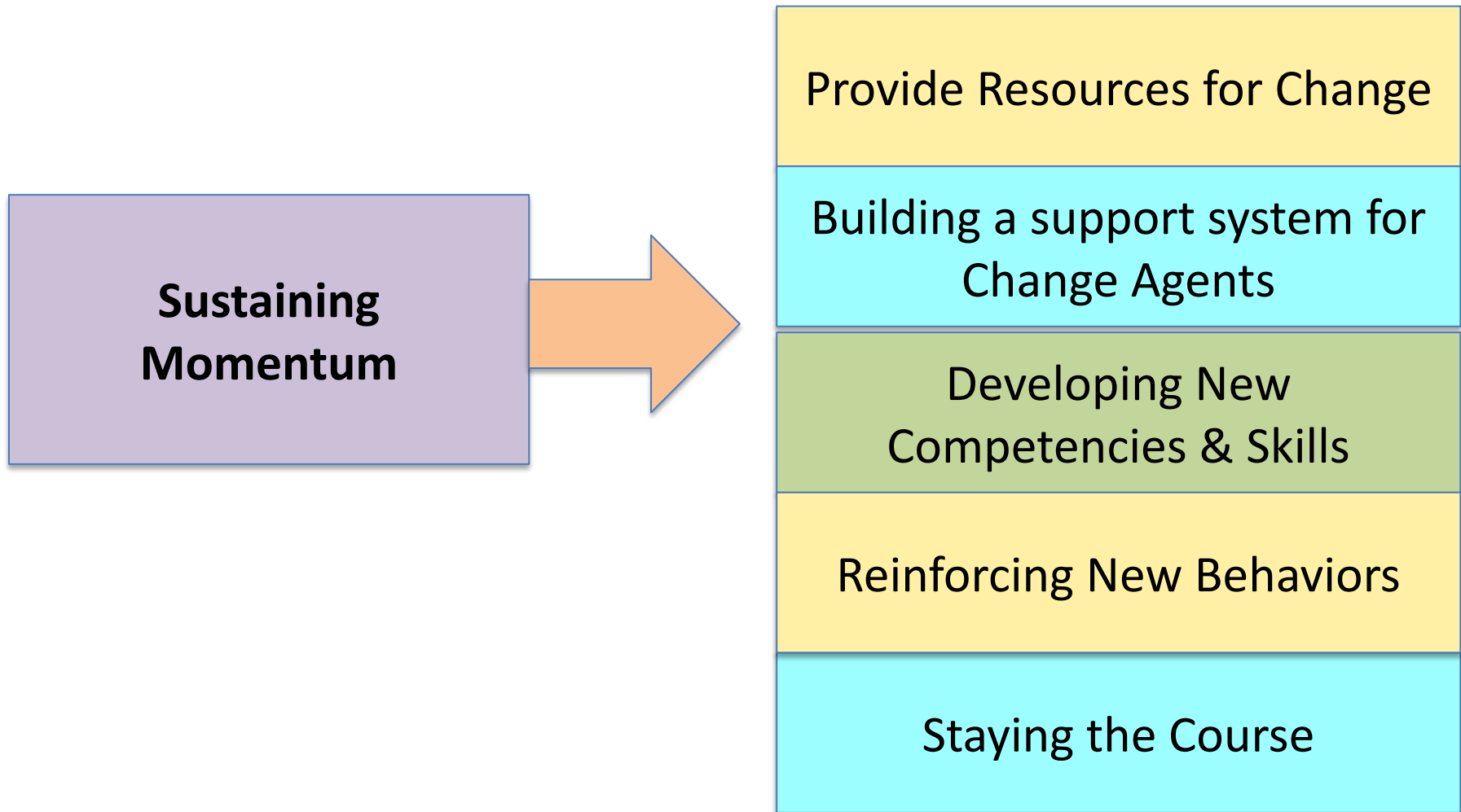
**Anticipates &
Manages
Resistance**

**Has High
Creditability**

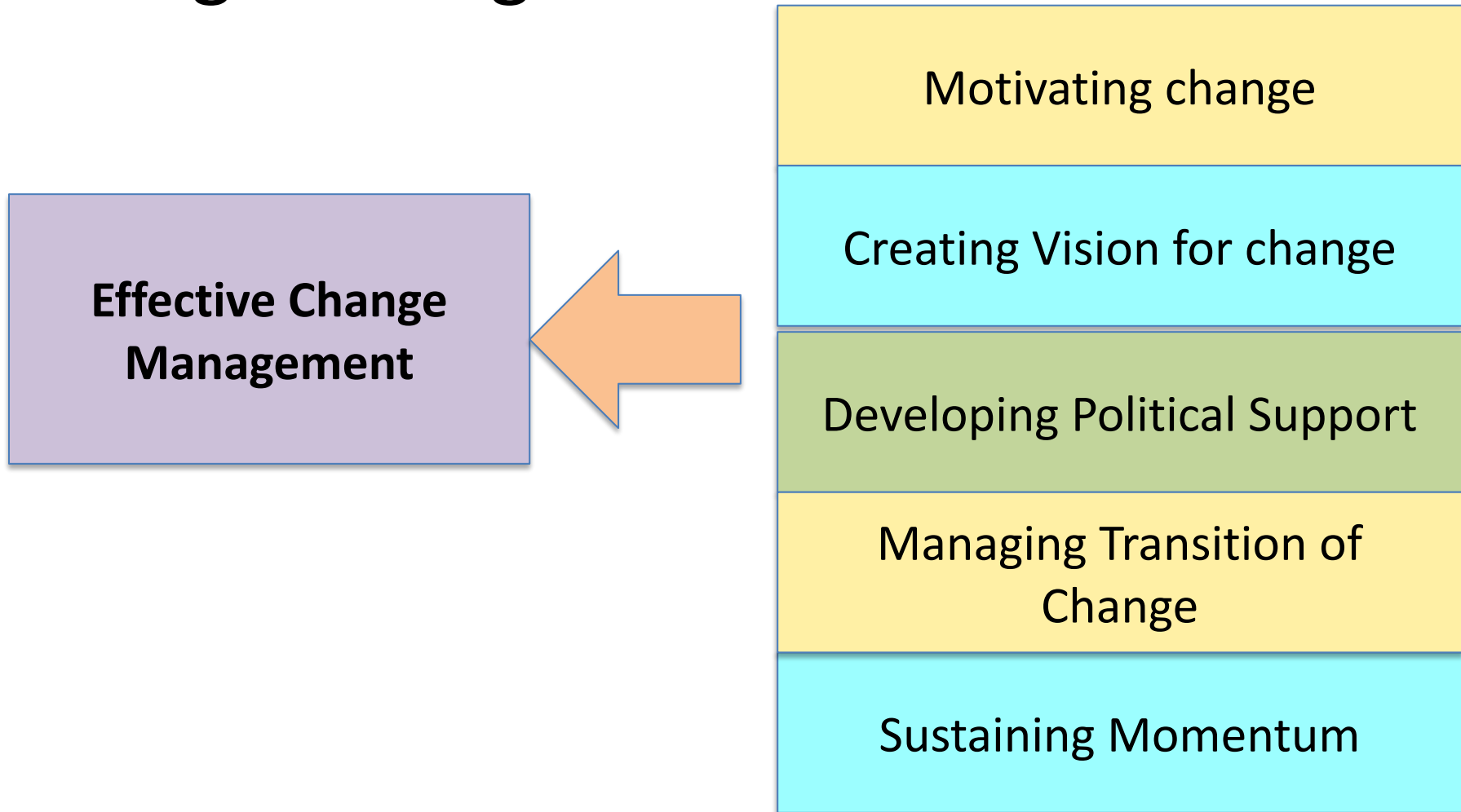
**Understands
Power & Influence**

**Manage Multiple
Task**

Sustaining Momentum



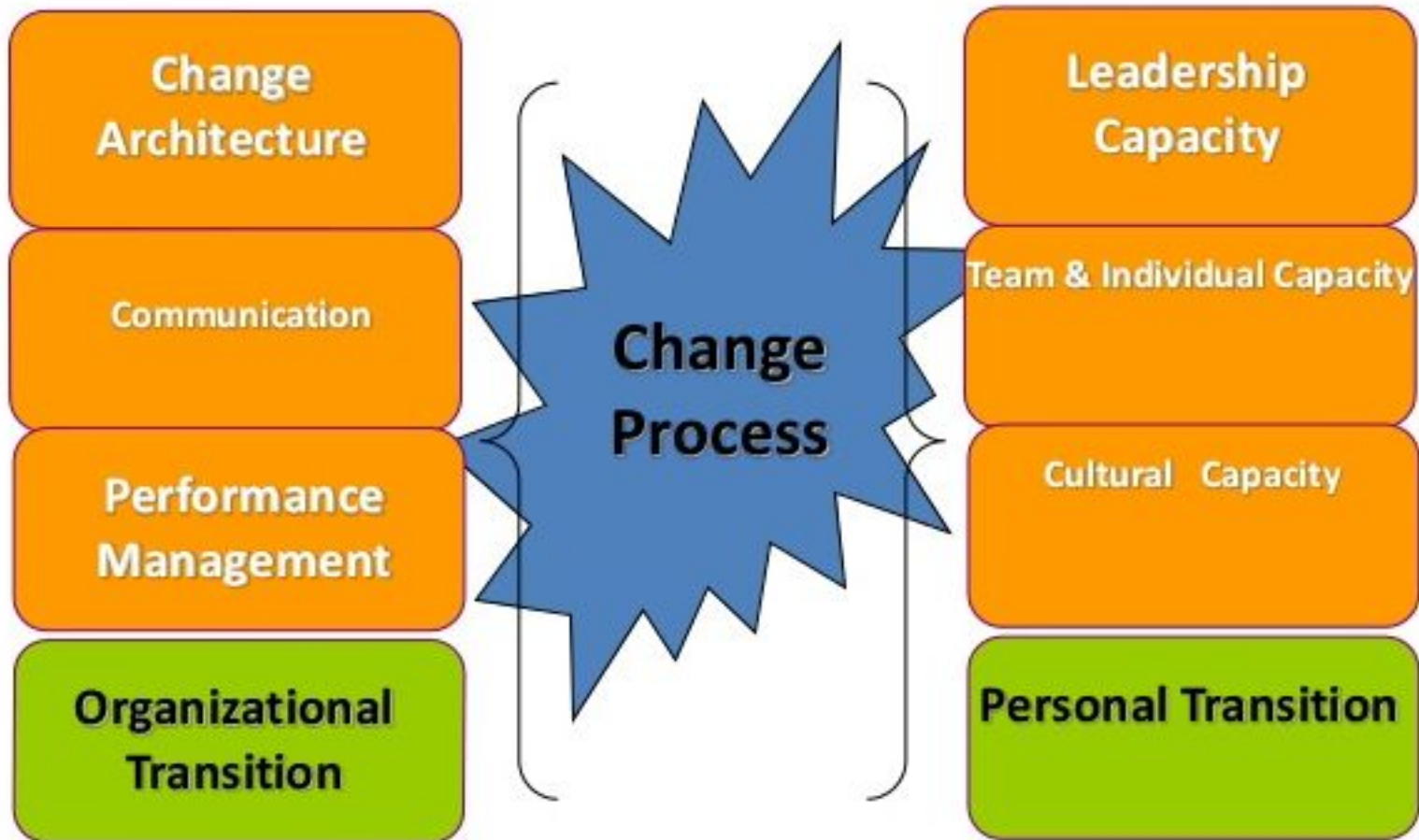
Five Activities contributing to effective change management



Elements of Change Enablement



Elements of Change Enablement



Change Enablement – Best Practices ...

Change Architecture

There is an explicit strategy & structure which define the nature & sequence of specific activities & resources required to facilitate the change process

Communication

An infrastructure & plan is in place to build awareness of change goals, communicate progress towards attainment of these goals & encourage collective ownership of the change process & outcome

Change Enablement – Best Practices ...

Performance Management

Human Resource Processes – recruitment, training, measuring & rewarding - are aligned to drive new behaviors in support of the Business Vision

Leadership Capacity

Leaders' values & behaviors are aligned with the business vision; leaders possess the skills to drive the change process to completion, and accept the responsibility for doing so

Change Enablement – Best Practices ...

Team Individual Capacity

Action have been taken to increase individuals' and teams ability to enact the business vision & operate effectively in the new environment

Cultural Capacity

The organization has assessed the alignment of the current culture with the change process and build new values & behaviors as appropriate to support it

You may feel free to raise ???? Write back

....





Contact Us

Email: contact@peoplea2z.com

Twitter: @peoplea2z

LinkedIn: <https://in.linkedin.com/in/peoplea2z-advisory-n-solutions-a52837124>

Facebook: @peoplea2z

Mobile: +91 9810048409