A CHANGE MANAGEMENT PROCESS

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| **PHASE 1 – PREPARE** | **Phase II – Design** |
| **UNDERSTANDING TO PREPARE - PREPARING TO UNDERSTAND**  This phase is about getting informed. During this phase, it is important to spend time gathering the content of the change, identify any internal and external drivers for change, isolate any problems that are driving the change and spotting any potential barriers you may face in making a successful transition.  It is essential that you understands the context for change – knowing what’s going on, and more importantly what is going wrong that needs addressing will help you build a sound understanding of the scope and size of the change. It will give you a sense of the job to be done and give you the information you need in the next phase.  The most helpful information to gather at this stage is data. Not only can it demonstrate the need for change and it can also identifying exactly what the real root cause to any problems being faced might be. Whilst gathering and assessing the available data can provide evidence that change is needed, it can also generate the basis of measuring the impact of the change following it being implemented. Click ***here*** for more information about helpful tools.  Once you have clarity of all these factors, you can then begin to create a future vision which will solve the current reasons for change and a pathway that leads to that future vision.  Knowing the pathway and having identified the forces at play will assist you select the most appropriate change model which will best drive the change through the final phases. | **KNOWING WHICH CHANGE MODEL TO CHOOSE**  This phase is where you begin to add the meat to the bones. The design phase starts with the vision and works back to the current state in order to identify the most appropriate change pathway that needs to be in place to make the change process happen.  It focusses on both the procedural elements and the softer elements of transition. Thinking about how the cultural change happens, over how long the process will be and what needs to be put in place will allow people to change with more support.  This is where it is essential to select the most appropriate change model that will support making journey a reality and minimise the risk of the changes being delayed or even derailed completely.  Knowing the benefits and pitfalls of different change models (such as ADKAR model; Kotter’s 8 Steps, ISI, Lewin’s 3 phases, etc.) will provide a wide set of choices for managers to ensure they choose the correct tool for the job to be done. Understanding each model and how it operates provides managers the ability to make an informed choice about designing the most suitable Change Management Plan for any level of change.  Click here to find out more about Change models complete the online courses and then book onto the PS ‘choosing the right Change model tool’.  **DESIGNING WITH RESISTANCE IN MIND**  Understanding the breadth of reactions to change and how you and others react to change is essential to knowing how to reassure, guide and support people through change and how to utilise those who embrace change to act as catalysts for change.  Appreciating the psychological contract from the eyes of those affect by change gives you useful insight into different perceptions and concerns.  Taking time to create a plan to overcome resistance will guide the content of the change plan which proactively predicts and addresses misconceptions and concerns from the outset. Taking these into account will give you a greater return on your efforts and support change quicker.  See the section in this eResource on seeing **resistance as a resource**. |
| **Phase III – Execute** | **Phase IV – Sustain** |
| **GETTING INTO ACTION**  Once all the preparation and planning has been completed, this phase starts the execution of the plan.  A robust deployment plan will outline the tasks to be implemented, the change model process to be used and the review timetable to ensure execution. This framework offers consistency and transparency during the transition period and can offer support and guidance to those affected by the change.  It is the job of a manager to lead change, model expected conduct and envision and encourage their teams. Therefore, the key element of this phase is communication. It is essential that a manager plans to provide proactive regular feedback and coaches’ individuals to guide their conduct, tackle issues and any barriers that were highlighted during the design phase.  Where necessary, a corrective plan might be developed. This is used to capture lessons learned, unexpected barriers etc.  **Communicating and Feedback**  A vital part of the execution phase is the continuous need for communication and feedback. The more channels of communication a manager use the better. This will ensure key messages are received in a preferred mode of their individual team members.  A manager needs to keep reinforcing the vision, whilst working though the deployment plan. Adopting a feedback loop enables improvements in the change management process and a manager’s skills and knowledge as a change agent.  Inviting a cooperative approach by proactively and regularly asking questions demonstrate openness and transparency and at the same time gains valuable insight into what is working and what isn’t.  Planning and executing reinforcement mechanisms which provide regular feedback and framework for communication about the vision – plan – progress and will help keep the pace and ensure progress continues.  It is important to show appreciation and celebrate successes along the way. | **EMBEDDING CHANGE AS BUSINESS AS USUAL**  Most people are creatures of habit and changing those can be harder for some than others. If the new ways of working and systems are not rigorously and consistently reinforced, it is natural for people to revert back to old, more comfortable ways of working. This means a manager needs to drive the sustainability of any changes.  This is about maintaining the vision, supporting and leading correct practices and managing behaviours. This includes knowing when to give encouragement and praise, and when to manage non-performance and addressing cultural issues that don’t fit with the new future state.  Your role is to drive the change throughout the business practices and use the workforce to best deliver as change agents.  **CREATING AN ENVIRONMENT FOR CULTURE CHANGE**  The most significant element in this phase is to stick to the change path model and give close attention to spending time and attention on the softer, cultural requirements of change. The people in teams and the way they behaviour will result in the success or failure of the change project.  It is critical for managers to understand that although the change management process gives an illusion of a linear approach, dealing with people and culture is not at all simple.  A situation may arise that requires a manager to return to a previous phase to address issues by adjusting the plan.  Knowing the process and understanding the human responses, will give a manager the confidence and knowledge to use the process dynamically in order to lead change by modelling adaptability and embed sustainable change using positive focus on the change path model selected.  In order to support sustainable change it’s essential to understand that you are a role model for those around you. What they see you do, will more easily become what they do. Lead by modelling the changes you want to see. Be visible and show that you are bought into the changes. |