



CHANGE MANAGEMENT

A LEADERSHIP GUIDE TO MANAGING CHANGE IN THE WORKPLACE

Engaging workplace change can be an unpredictable experience, because processes and people evolve in diverse ways as they undergo change. No two individuals will respond in exactly the same way to workplace changes. Identical changes implemented in multiple areas of an organization can produce distinctly different outcomes.

The Dale Carnegie Training Change Model can help leaders prepare for change, engage their employee through the change, and drive positive outcomes. This model allows leaders to take a structured approach to organizational change, while maintaining flexibility in implementation.

Step 1: Establish a Motivation for Change

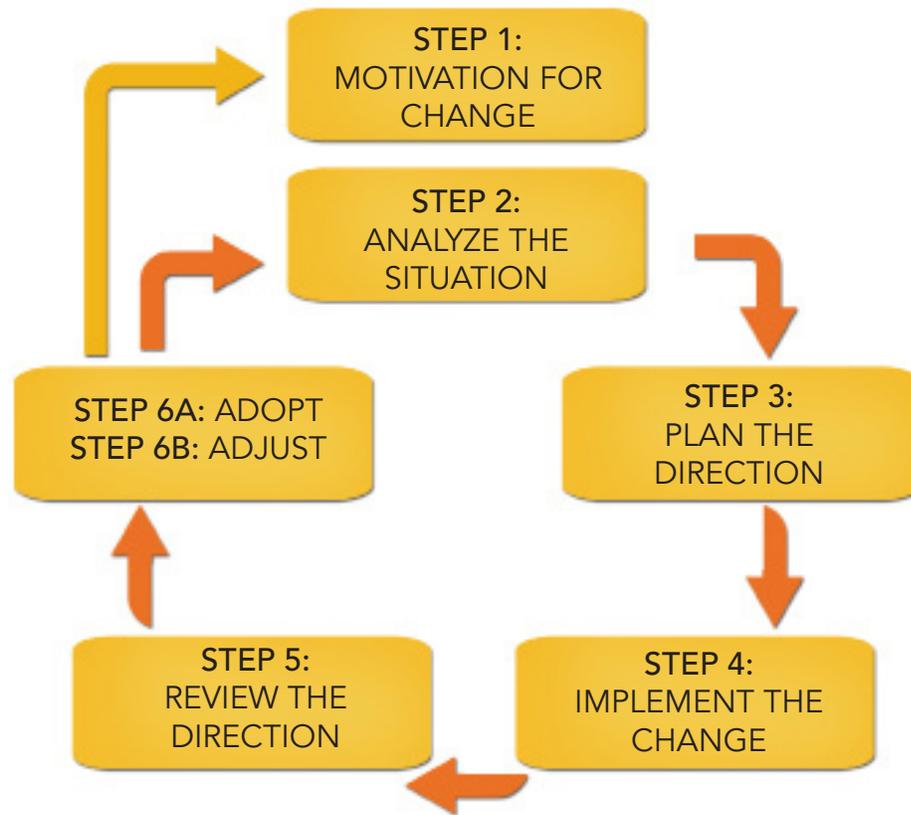
Step 2: Analyze the Situation

Step 3: Plan the Direction

Step 4: Implement the Change

Step 5: Review the Direction

Step 6: Adopt or Adjust



STEP 1: MOTIVATION FOR CHANGE

The Change Model begins at the point where the organization finds a motivation for change. Sometimes external issues drive the change, like reorganizations, management changes, relocations, changes in economic conditions, changes in customer needs or mergers/acquisitions. Other times internal forces drive change, such as technology innovations, expansion, and growth, or just the desire for continuous improvement.

STEP 2: ANALYZE THE SITUATION

As the organization becomes progressively more motivated to change, leaders must undertake a thorough analysis of the risks and opportunities associated with the proposed change:

- What are the potential gains in undertaking the change?
- What are the costs?
- What are the risks of making the change?
- What are the risks of not making the change?

STEP 3: PLAN THE DIRECTION

Once the determination is made that opportunities outweigh the risks, a plan is developed for change implementation. Many organizational change initiatives fail because of poor planning. In this step of the model, the foundation for execution is established. Key elements of the plan must include:

- Planning for the impact of the change on individuals who will be most affected.
- Planning for the impact of the change on the systems within the organization that will be most affected.
- A step-by-step plan for integrating the change into the organization.
- A review plan to measure the success of the proposed change.

STEP 4: IMPLEMENT THE CHANGE

Depending on the type and scope of the change, implementation within the organization may be gradual or abrupt. Changes such as layoffs or acquisitions often are implemented with little prior warning, while staffing, reorganizations, or technology changes may be phased in over a period of time. The team's most critical role in this step of the change process is to maintain open, honest lines of communication with each other.

- Define individual responsibilities.
- Announce and launch the change.
- Adhere to timetables.
- Promote the anticipated benefits of the change.

STEP 5: REVIEW THE DIRECTION

Once change has been implemented, the outcomes of the new structure and system must be monitored. Change will not evolve exactly as planned, and every individual affected by the change will not react as anticipated. Our role as a leader is to observe and review benchmarks that will reveal whether the change is working as anticipated and is producing the desired results.

- Establish benchmarks to measure results.
- Communicate criteria for successful change outcomes.
- Coordinate the gathering and measuring of change effects.
- Inform key team members consistently during the review process.

STEP 6A: ADOPT

When the change implementation has been reviewed and found to be succeeding as planned, the new concept, approach or process is adopted, and becomes part of the new organizational norm. The review process is not terminated, but it transitions to the ongoing monitoring of the changed systems and relationships within the organization.

- How well is the change meeting planned outcomes?
- How well have individuals adjusted to the new status quo?
- What aspects of the change have not met expectations?
- What is the leadership role in making those aspects more successful?

STEP 6B: ADJUST

If the review process concludes that the change is not working as planned, adjustments need to be made to the change implementation. Assuming that the change analysis and plan have been executed accurately, adjustments to the implementation of the organizational change should achieve the desired results.

- Determine where the outcomes are falling short of the plan.
- Engage key individuals in determining adjustments that need to be made.
- Keep the lines of communication open with everyone involved.
- Make adjustments to the review process as well as the change implementation.

