



Change Management

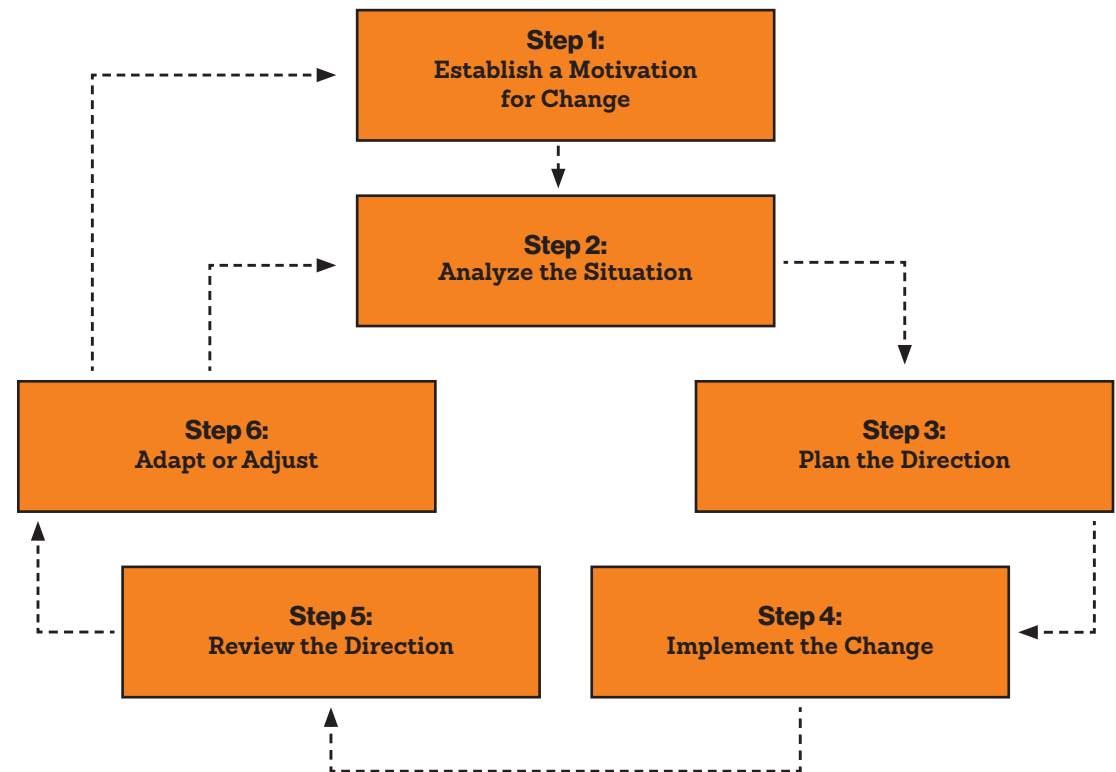
A Leader's Guide to Managing Change in the Workplace
eBook

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Effecting change in the workplace can be unpredictable because people and processes evolve differently when change occurs. The key to a smooth transition is to embrace the different responses and ascertain the approach that will drive the best results. An engagement-focused leader welcomes input from all team members.

The Dale Carnegie Training Change Model can help leaders prepare for change, encourage their employees to embrace the change and drive positive outcomes. This model provides a structured approach to organizational change, while maintaining flexibility in implementation.



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Step 1: Motivation for Change

The Change Model begins at the point where the organization finds a motivation for change. Contributing catalysts that drive change include economic conditions, changes in client requirements, mergers or acquisitions, technology innovations, or simply the decision to remain at the forefront of your field.

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?
- What are the greater risks and benefits?

Step 3: Plan the Direction

When it is determined that benefits for change outweigh risks, a strategy is developed for implementation. Without proper planning, organizational change initiatives will undoubtedly fail. In this step of the model, the foundation for execution is established. Critical 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 magnitude of the change, implementation within the organization may be gradual or abrupt. Regardless of how the change occurs, a leader's most pivotal role in this step is to maintain open lines of communication among team members.

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

Step 5: Review the Direction

Once change has been implemented, it is important to monitor the effects. Unquestionably, there will be adjustments to make, so a leader's role is to observe and review how the change is proceeding and determine if it's achieving the desired results.

- Establish benchmarks to measure results.
- Communicate the goal.
- Coordinate the monitoring of change effects.
- Keep key team members well apprised during the evaluation.

Step 6a: Adapt

When it has been determined that the change implementation is successfully meeting the established goals, it is adopted, and becomes the organization's new standard. It will require continued monitoring to ensure that it's properly integrating within the organization.

- How well is the change meeting or exceeding the goals?
- How are individuals adjusted to the change?
- What aspects of the change have not met expectations?
- How could it be better?

Step 6b: Adjust

If it's determined that the change is not meeting the established goals, then adjustments must be made to the implementation plan. Adjustments should achieve or increase the potential of 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.