

OMT GROUPS GUIDE TO CHANGE

- Detect trends - scan the horizon, identify opportunities and threats
- Identify change - what needs to change: roles, organisation, processes, goals, technologies
- Initiate change programmes - plan how change will be implemented
- Estimate impact - on people, processes, motivation, systems, stakeholders
- Create support - ensure buy-in and support for those affected
- Implement - make it happen
- Disseminate - communication strategy, keep stakeholders informed
- Monitor - is change occurring effectively?
- Adjust - modify and adapt plans accordingly

The Reality of Change

Ireland's economic landscape has changed significantly in the last 20 years and continues to do so. In order to survive in this rapidly evolving climate, businesses need to be flexible, innovative and forward seeing. Modern businesses are excited by the challenges introduced by expanding global markets and are conscious of the necessity to engage in the changes to ensure survival. Increasingly Irish businesses view change in a positive light; as an opportunity to increase competitive advantage. How successful they are is often determined by how quickly they react and how effectively they manage the change process.

As in the Renaissance, it will be an exciting time, a time of great opportunities for those who can see and seize them, but of a great threat and fear for many. It will be more difficult to hold organizations and societies together. The softer words of leadership and vision and common purpose will replace the tougher words of control and authority because the tough words won't bite anymore. Organizations will have to become communities rather than properties, with members, not employees, because few will be content to be owned by others. Societies will break down into smaller units but will also regroup into even larger ones than now for particular purposes.

Charles Handy:
Beyond Certainty: The Changing
Worlds of Organizations

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OMT GROUP GRASPS THE CHANGE NETTLE

WHAT IS CHANGE MANAGEMENT?

This term refers to the process, tools and techniques used to motivate, inspire and build commitment to implement and sustain change in the business environment.

There are a multitude of Change Management concepts and approaches available but it is difficult to define a best practice that can be applied across the board. The most effective approach is to build a culture of learning, innovation and change within the organisation. A culture for, and an acceptance of change, should be initiated at strategic level and filtered down through an organisation. A readiness to challenge the status quo at all levels will safeguard the organisation against complacency and enable it to face the challenges of its competitive environment.

Some of the most effective change management models are reviewed in this issue.

How can you ensure your organisation has the skills to adapt and change as circumstances require?



“When you're
finished changing,
you're finished”

- Benjamin Franklin

“Everyone thinks
of changing the world,
but nobody thinks of
changing themselves”

- Leo Tolstoy

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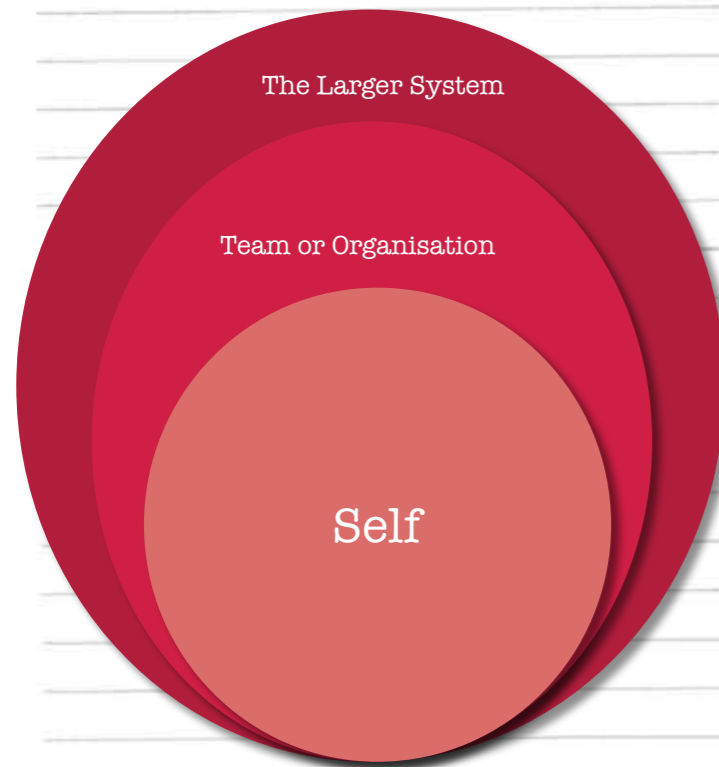
YOU HAVE TO
STOP BEING A
CATERPILLAR
TO BECOME A
BUTTERFLY

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CHANGE TAKES PLACE ON 3 LEVELS:

The **self**, the **team** and the wider **system** that surrounds it. In any change process, learning needs to be facilitated on all three levels to become sustainable.



- **Change Happens**
- **Anticipate Change**
- **Monitor Change**
- **Adapt To Change Quickly**
- **Change**
- **Enjoy Change!**
- **Be Ready To Change Quickly and Enjoy It Again**

Who Moved My Cheese?
by Dr. Spencer Johnson

ADKAR MODEL - FOR INDIVIDUAL CHANGE

The ADKAR change management model was first published in 1998 by Jeff Hiatt of Prosci Research; it has since become one of the most effective models in the Change Management toolkit.

This model is a useful tool for uncovering and tackling individual and group resistance to change. There are 5 key steps in the ADKAR model which should be implemented in sequence; a level of comfort should be attained at each level for change to succeed.

Steps	Enablers
A wareness of the need to change	<ul style="list-style-type: none"> • Management Communications
D esire to participate and support the change	<ul style="list-style-type: none"> • Fear of job loss • Enhanced job security • Career advancement • Incentive or compensation • Trust and respect for leadership
K nowledge on how to change	<ul style="list-style-type: none"> • Training and development • Information access • Role models
A bility to implement required skills and behaviours	<ul style="list-style-type: none"> • Training and development • Practice applying new skills • Coaching • Mentoring • Removal of barriers
R einforcement to sustain the change	<ul style="list-style-type: none"> • Incentives and rewards • Personal recognition

John P. Kotter's 8 Steps to Successful Change

1. Increase urgency - inspire people to move, make objectives real and relevant.
2. Build the guiding team - get the right people in place with the right emotional commitment, and the right mix of skills and levels.
3. Get the vision right - get the team to establish a simple vision and strategy. Focus on emotional and creative aspects necessary to drive service and efficiency.
4. Communicate for buy-in - Involve as many people as possible, communicate the essentials simply, and appeal and respond to people's needs. De-clutter communications - make technology work for you rather than against.
5. Empower action - Remove obstacles, enable constructive feedback and support from leaders - reward and recognise progress and achievements.
6. Create short-term wins - Set aims that are easy to achieve - in bite-size chunks and in manageable numbers of initiatives. Finish current stages before starting new ones.
7. Don't let up - Foster and encourage determination and persistence - ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones.
8. Make change stick - Reinforce the value of successful change via recruitment, promotion, and new change leaders. Weave change into culture.

“When the wind of Change blows, Some people build walls, Others build windmills” - Chinese proverb



Lewin 3 Stage Change Model

1. **'Unfreezing'** - involves overcoming inertia and dismantling the existing 'mind set'. Defense mechanisms have to be bypassed.
2. **'Changing'** - this is the stage where change occurs. This is typically a period of confusion and transition. We are aware that the old ways are being challenged but we do not have a clear picture to replace them with yet.
3. **'Refreezing'** - the new 'mind set' is crystallizing and one's comfort level is returning to previous levels.