



Creating Change

Organizational change is a consistent part of an organization's culture for those that expect to retain or maintain a sustained competitive advantage. A successful change process can help an organization to navigate and facilitate growth. It is a critical component of a learning organization.

Steps to be undertaken include:

- 1. Define Current State**
 - a. Before an organization can implement change, it must first identify its current state, what is lacking and potential approaches for improvement.
 - b. Kurt Lewin classified the change process into three stages: the present state, the transition state and the desired state.
- 2. Define Intended Outcomes**
 - a. The first step in implementing change is to establish specific, achievable outcomes, such as establishing performance metrics or targets.
- 3. Selling the Change Strategy**
 - a. It is up to the change manager to present the need for change in a persuasive and convincing way
- 4. Planning for Change**
 - a. Plans for change need to be developed to define measurable goals, outline the strategy success factors, detail the steps for implementation, and outline how commitment will be obtained from key decision makers.
- 5. Analyzing Stakeholders**
 - a. Organizations need specialists who are experts in specific areas.
- 6. Cultural Implications**
 - a. People go through several stages of readiness before they can make a true commitment to change.
- 7. Milestone Evaluations**
 - a. The achievement of milestones provides an opportunity to not only evaluate progress but to celebrate the contributions of team members and colleagues.
- 8. Introducing Change**
 - a. Organizational change occurs only when the forces that promote it overcome those that resist it, people must recognize the need for change before they accept it.
- 9. Overcoming Resistance**
 - a. A Force Field Analysis created by Kurt Lewin is one way to assess which forces within the organization will affect the attempt to introduce change.



- b. Once the driving and restraining forces are known, strategies can be developed to either take advantage of drivers, or reduce the effect of restrainers.

10. Reactions to Change

- a. Change agents must be aware of the effects of a natural conflict: the need for the organization to change to survive, and the need for employees to maintain their sense of personal security

11. Implementing Change

- a. During the implementation phase, management must define what is to be done, how it is to be done, and who will be the communicators and implementors.
- b. From the outset, a communication plan must be put in place that details the overall plan and includes a feedback mechanism.
- c. This will allow managers to identify the degree of involvement and the attitudes of their employees.

12. Providing Feedback

- a. A feedback system needs to be created to provide information regarding results of the change plan.

13. Coaching

- a. Training certain individuals to coach others can enhance learning and effectiveness to achieve organization change.

14. Evaluating Effects of Change

- a. Evaluating a change initiative is important to determine its effectiveness.
- b. The evaluation process provides an opportunity to benchmark what was achieved against the established goals and to determine what is working and what isn't.