

The ten key steps for change

1. Analyse the organisation and its need for change.

This analysis should be sound, otherwise the organisation can not achieve its goals. The company's history of change should also be studied. If a company has a record of opposing change, more care should be taken to design a gradual nonthreatening participative implementation process. The forces for and against change should be examined. Change will not occur unless the forces driving it are stronger than those resisting it.

2. Create a shared vision and common direction.

One of the first steps in engineering change is to unite an organisation behind a central vision. The way the vision is presented to the organisation can have a strong impact on its implementation. Employees at all levels of the organisation will want to know the rationale behind it. Implementers should translate the vision, so all employees will understand its implications for their own jobs.

3. Separate from the past.

Disengaging from the past is critical to awakening to a new reality. A new vision of the future is difficult to embrace unless the structures and routines that no longer work are isolated. It is also important however to hang on and reinforce those aspects of the organisation that bring value to the new vision. Some sort of stability is needed to provide continuity amidst change.

4. Create a sense of urgency.

When an organisation is e.g. facing bankruptcy, it won't be that difficult to convince the organisation that change is necessary. When the need for action is not generally understood, a change leader should generate a sense of urgency without appearing to be fabricating one. A sense of urgency is essential to rallying an organisation behind change.

5. Support a strong leader role.

A large-scale change must have a leader to guide, drive and inspire it. This change advocate plays a critical role in creating the company vision, motivating employees to embrace that vision and craft a structure that rewards those striving towards that vision. Many organisations turn now to a change leader team, as environments become more complex and implementation of change becomes more demanding. A change leader team had the advantage of combining multiple skills.

6. Line up political sponsorship.

A change effort must have broad support throughout an organisation to succeed. His support should include not only the managers, but also the recipients, whose acceptance of any change is necessary for its success. Seeking the backing of informal leaders is a way of winning support for the change. In winning sponsorship, it is not necessary to win unanimous support. Participation can be representative, not universal. Important is to identify whose sponsorship is critical to the change program's success. An implementer can develop a 'commitment plan' with the following elements:

- identify target individuals or groups whose commitment is needed
- define the critical mass needed to ensure the effectiveness of the change
- develop a plan for getting the commitment of the critical mass
- create a monitoring system to assess the progress.

7. Craft an implementation plan.

The implementation plan will need to map out the efforts needed and when and how to do it. This can in most cases best kept simple. An overly ambitious or too detailed plan can be more demoralising than it is helpful. At the same time, the plan should include specific goals and should detail clear responsibilities for each of the various roles: strategists, implementers and recipients. The plan also should be kept flexible, a kind of living document that is open to revision.

8. Develop enabling structures.

Enabling structures designed to facilitate and spotlight change range from practical (like workshops, training programs) to symbolic (as rearranging the organisations's physical change). The more complex and large scale the change, the more important it becomes that these enabling interventions are well thought out and consistent with each other. A series of choices among tactical options is thereby needed.

9. Communicate, involve and be honest.

When possible, change leaders should communicate openly and seek out the involvement of trust of people throughout the organisation. Full involvement, communication and disclosure are not needed in every change situation, but are potent tools to overcome resistance. Effective communication is critical from the start. The following list describes some criteria designed to increase an organisation's understanding and commitment to

change, reduce confusion and resistance and prepare employees for both the positive and negative effects of change. In general a constructive change announcement:

- is brief and concise
- describes where the organisation is now, where it needs to go and how it will get into the desired state
- identifies who will implement and who will be affected by the change
- addresses timing and pacing issues regarding implementation
- explains the change's success criteria, the intended evaluation process and the related rewards
- identifies the things that will not be changing
- predicts some of the negative aspects that targets should anticipate
- conveys the sponsors commitment to the change
- explains how people will be kept informed throughout the change process
- is presented in such a manner that it capitalises on the diversity of the communications styles of the audience

Real communication requires a dialogue among the different change roles. Listening and responding to concerns, resistance and feedback from all levels, brings a broader understanding of what the change means to different parts of the organisation.

10. Reinforce and institutionalise the change.

Managers and leaders should make it a top priority to prove their commitment to the transformation process.

Reward risk taking and incorporate new behaviours into the day to day operations of the organisation. This point is even more demanding because many organisations are not seeking one single change these days, but a continuous process of change. Instead of achieving one specific change, organisations hope to create cultures and environments that recognise and thrive on the continuing necessity of change.

Bron: Jick, Todd D., *Managing Change, Cases and Concepts*, 1993, p. 195-201

=====

Opdrachten vanuit het boek 'Ondernemen en Welzijn' (uitgeverij www.eburon.nl)

1. *Analyseer de topdown-opvatting en elementen bij de 10 cruciale stappen voor verandering.*
2. *Hoe verhoudt dit zich tot participatief leiderschap?*
3. *Vul deze stappen aan met extra stappen vanuit de rol van een participatief leiderschap.*
4. *Vul dit verder aan vanuit en met het oog op goed functionerende resultaatgericht werkende wijkteams.*

(behoort bij het boek 'Ondernemen in Welzijn' (uitgeverij www.Eburon.nl), bij hoofdstuk 7, *Stimulansen en belemmeringen: collega's en managers*, en hoofdstuk 9, *Ondernemende professionals: borging in de organisatie*).

Managing Change, Cases and Concepts

Auteur:
Todd D. Jick

Uitgeverij:
Irwin McGraw-Hill

ISBN 0-256-11231-2