Organizational Change Management

Key Principles and Practices

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MGT 450
What is Change Management?

- It consists of:
  - The task of managing change (from a reactive or a proactive stance)
  - An area of professional practice (with considerable variation of knowledge and skills between practitioners)
  - A body of knowledge (consisting of models, methods, techniques and other tools)
Unmanaged Change Prolongs Unproductive Behavior, Jeopardizing the Company’s Future

- Managed Change
- Unmanaged Change
Top 8 Reasons Change Efforts Fail*

1. No sense of urgency (complacent staff)
2. No central guidance (committed leadership & management)
3. Lack of vision
4. Under-communicating the vision
5. Not removing obstacles to new vision (Obstacles can be org. structure, procedures and policies, or managers who resist the change)
6. Not planning for short-term wins (need to celebrate milestones)
7. Declaring victory too soon (stay engaged even after the project plans are complete)
8. Changes not anchored in the corporate culture

The Accelerated Change Process

- Leading Change
- Building a Shared Need
- Creating a Vision
- Mobilizing Commitment
- Changing Systems/Structures
- Monitoring Progress

Current State
- Analyze & Prepare

Transition State
- Design & Engage

Future State
- Implement, Monitor & Sustain
Prerequisites for Successful Change

- **Leading Change**: Engaged leadership who sponsors the change and assembles the right team of people to make it happen.
- **Building a Shared Need**: Providing a compelling reason for change that is sufficient to overcome resistance to the change.
- **Creating a Vision**: Clearly articulating the desired outcome for the change that is reasonable and legitimate.
- **Mobilizing Commitment**: Securing understanding and commitment from key stakeholders to make it work.
- **Changing Systems/Structures**: Aligning management practices, systems and processes to reinforce the change.
- **Monitoring Progress**: Ensure accountability and celebrate successes.

= **Successful Change**
Change Management Sources