



## CHANGE MANAGEMENT – A BRIEF OUTLOOK

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### **Abstract**

*There is a saying which says, “CHANGE IS THE ONLY THING THAT DOESN'T CHANGE”. Yes, Change is something that doesn't change. Changes can be in our personal life, in our professional life, in the organization, in the society we belong too etc., The main thing when talking about change, is managing the change and coping up with it in order to survive in the world that changes every day. This paper gives a clear and brief context about Change and managing the change.*

**Key words:** *Change Management, organization changes, Resistance Management.*

### **INTRODUCTION**

Change Management is an approach to transitioning individuals, teams and organizations to a desired future state. In a project management context, change management may refer to a project management process wherein changes to the scope of a project are formally introduced and approved.

### **PRINCIPLES OF CHANGE**

There are certain things to know about change. The listed below are the few principles of change that has to be noted down.

- Change is a process not an event.
- Change process must be linked to business and performance goals.
- Building capacity to change is a strategic imperative.
- Building capacity for change is a n evolutionary process.
- Effective change process requires systematic view of the organization.
- Change process involves both organizations and personal transitions.
- Change strategies are situational.

### **REASONS FOR CHANGE**

Globalization and the constant innovation of technology result in a constantly evolving business environment. Phenomena such as social media and mobile adaptability have revolutionized business and the effect of this is an ever increasing need for change, and therefore changes management. The growth in technology also has a secondary effect of increasing the availability and therefore accountability of knowledge. Easily accessible information has resulted in unprecedented scrutiny from stockholders and the media and pressure on management.

With the business environment experiencing so much change, organizations must then learn to become comfortable with change as well. Therefore, the ability to manage and adapt to organizational change is an essential ability required in the workplace today. Yet, major and rapid organizational change is profoundly difficult because the structure, culture, and routines of organizations often reflect a persistent and difficult-to-remove "imprint" of past periods, which are resistant to radical change even as the current environment of the organization changes rapidly.

Due to the growth of technology, modern organizational change is largely motivated by exterior innovations rather than internal moves. When these developments occur, the organizations that adapt quickest create a competitive advantage for themselves, while the companies that refuse to change get left behind. This can result in drastic profit and/or market share losses. Organizational change directly affects all departments from the entry level employee to senior management. The entire company must learn how to handle changes to the organization.



### DEFINING CHANGE MANAGEMENT

It is important to note what change management is and what change management is not, as defined by the majority of research participants.

- Change management *is not* a stand-alone process for designing a business solution.
- Change management *is* the processes, tools and techniques for managing the people-side of change.
- Change management *is not* a process improvement method.
- Change management *is* a method for reducing and managing resistance to change when implementing process, technology or organizational change.
- Change management *is not* a stand-alone technique for improving organizational performance.
- Change management *is* a necessary component for any organizational performance improvement process to succeed, including programs like: Six Sigma, Business Process Reengineering, Total Quality Management, Organizational Development, Restructuring and continuous process improvement.
- Change management *is* how we drive the adoption and usage we need to realize business results.

Prosci's defined Change management as the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome.

### CHANGE MANAGEMENT PROCESS



The change management process is the sequence of steps or activities that a change management team or project leader would follow to apply change management to a project or change. Based on Prosci's research of the most effective and commonly applied change, they have created a change management process that contains the following three phases:

- Phase 1 - Preparing for change** (Preparation, assessment and strategy development)
- Phase 2 - Managing change** (Detailed planning and change management implementation)
- Phase 3 - Reinforcing change** (Data gathering, corrective action and recognition)

### Prosci® 3-Phase Change Management Process



### STEPS IN CHANGE MANAGEMENT PROCESS





## **READINESS ASSESSMENTS**

Assessments are tools used by a change management team or project leader to assess the organization's readiness to change. Readiness assessments can include organizational assessments, culture and history assessments, employee assessments, sponsor assessments and change assessments. Each tool provides the project team with insights into the challenges and opportunities they may face during the change process.

- Assess the scope of the change, including: How big is this change? How many people are affected? Is it a gradual or radical change?
- Assess the readiness of the organization impacted by the change, including: What is the value- system and background of the impacted groups? How much change is already going on? What type of resistance can be expected?
- Assess the scope of the change, including: How big is this change? How many people are affected? Is it a gradual or radical change?
- Assess the readiness of the organization impacted by the change, including: What is the value- system and background of the impacted groups? How much change is already going on? What type of resistance can be expected?
- Assess the strengths of your change management team.

Assess the change sponsors and take the first steps to enable them to effectively lead the change process.

## **Communication and Communication Planning**

Many managers assume that if they communicate clearly with their employees, their job is done. However, there are many reasons why employees may not hear or understand what their managers are saying the first time around. In fact, you may have heard that messages need to be repeated 6 to 7 times before they are cemented into the minds of employees. That is because each employee's readiness to hear depends on many factors. Effective communicators carefully consider three components: the audience, what is said and when it is said.

For example, the first step in managing change is building awareness around the need for change and creating a desire among employees. Therefore, initial communications are typically designed to create awareness around the business reasons for change and the risk of not changing. Likewise, at each step in the process, communications should be designed to share the right messages at the right time.

Communication planning, therefore, begins with a careful analysis of the audiences, key messages and the timing for those messages. The change management team or project leaders must design a communication plan that addresses the needs of front-line employees, supervisors and executives. Each audience has particular needs for information based on their role in the implementation of the change.

## **Sponsor Activities and Sponsor Roadmaps**

Business leaders and executives play a critical sponsor role in change management. The change management team must develop a plan for sponsor activities and help key business leaders carry out these plans. Sponsorship should be viewed as the most important success factor. Avoid confusing the notion of sponsorship with support. The CEO of the company may support your project, but that is not the same as sponsoring your initiative.

Sponsorship involves active and visible participation by senior business leaders throughout the process. Unfortunately many executives do not know what this sponsorship looks like. A change agent's or project leader's role includes helping senior executives do the right things to sponsor the project.

## **Coaching and Manager Training for Change Management**

Supervisors will play a key role in managing change. Ultimately, the direct supervisor has more influence over an employee's motivation to change than any other person at work. Unfortunately, supervisors as a group can be the most difficult to convince of the need for change and can be a source of resistance. It is vital for the change management team and executive sponsors to gain the support of supervisors and to build change leadership. Individual change management activities should be used to help these supervisors through the change process.

Once managers and supervisors are on board, the change management team must prepare a coaching strategy. They will need to provide training for supervisors including how to use individual change management tools with their employees.



### **Training and Training Development**

Training is the cornerstone for building knowledge about the change and the required skills. Project team members will develop training requirements based on the skills, knowledge and behaviours necessary to implement the change. These training requirements will be the starting point for the training group or the project team to develop training programs.

### **Resistance Management**

Resistance from employees and managers is normal. Persistent resistance, however, can threaten a project. The change management team needs to identify, understand and manage resistance throughout the organization. Resistance management is the processes and tools used by managers and executives with the support of the project team to manage employee resistance.

### **Data Collection, Feedback Analysis and Corrective Action**

Employee involvement is a necessary and integral part of managing change. Managing change is not a one way street. Feedback from employees is a key element of the change management process. Analysis and corrective action based on this feedback provides a robust cycle for implementing change.

### **Celebrating and Recognizing Success**

Early successes and long-term wins must be recognized and celebrated. Individual and group recognition is also a necessary component of change management in order to cement and reinforce the change in the organization.

The final step in the change management process is the after-action review. It is at this point that you can stand back from the entire program, evaluate successes and failures, and identify process changes for the next project. This is part of the on-going, continuous improvement of change management for your organization and ultimately leads to change competency.

### **CONCLUSION**

Charles Darwin quoted that, "It is not the strongest species that survive, nor the most intelligent, it is the one most adoptable to change. "Change is something that is unavoidable and has to undergo at the right time. When the rate of change outside, exceeds the rate of change inside, then it's the end of any organisation. Managing the change effectively is possible by have an effective team constituting everyone in the organisation.

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