

## Phases of Change:

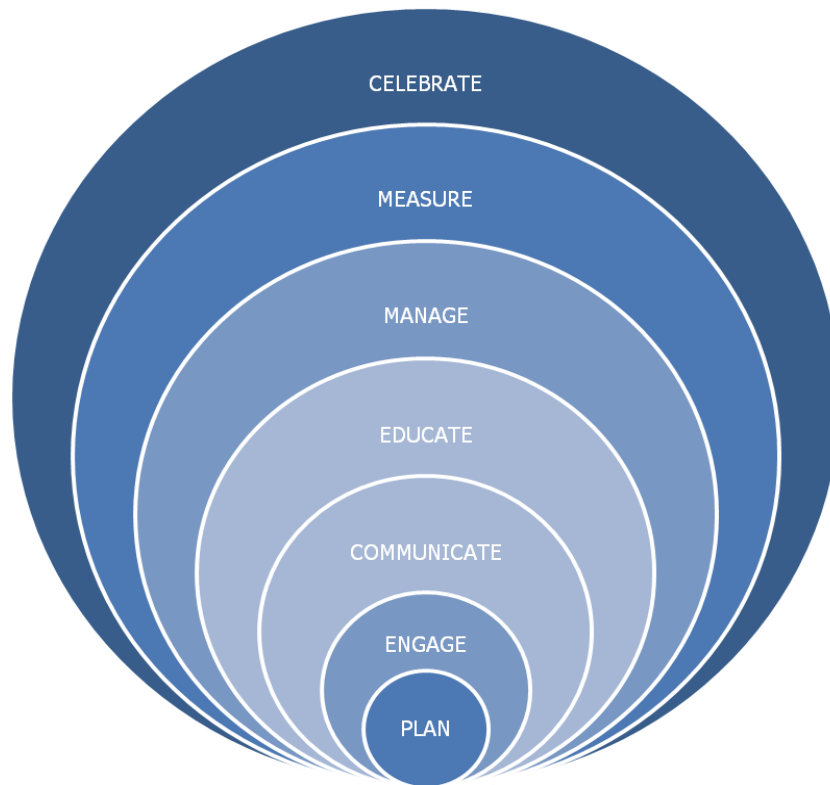
A change framework provides the context for leading change within an organisation. The change management process is the sequence of steps an organisation or team would follow to implement successful change through each phase.

- 1. Plan for change** -Preparation, assessment and strategy development
- 2. Implement change** - Engagement and communication
- 3. Manage change** - Development, coaching and training
- 4. Review progress** -Data gathering, corrective action and recognition of success



*Figure 1: The Four Phases of Change*

The 3rdi seven step change program has been developed using best practice change frameworks and years of experience implementing change projects both locally and internationally. We have also benchmarked ourselves against International change organisation Prosci Research that includes findings from over 900 successful change projects.



*Figure 2: 3rdi Seven Steps to Effective Change*

## Stepping through the Seven Steps:

### 1. Plan

Assessments are tools used to assess the organization's readiness to change and inform the planning process. Readiness assessments can include organizational assessments, culture and engagement 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.

**Planning should include consideration of the following key areas:**

#### **Scope of Change:**

The size and magnitude of change holds the key to planning the overall change process. The following will help determine the scope:

- Impact Analysis, how big is this change, how many people are affected?
- Timing of change, is it a gradual or radical change?
- Business Operations impact, what key processes will be impacted?

- External impact – will customers/stakeholder be impacted?

#### **Business Readiness:**

Assessing readiness is an important component of determining the level of engagement and communication that will be required. Some tips include:

- What is the business sentiment, culture and engagement like of the impacted groups?
- How much change is already going on?
- What type of resistance can be expected?

#### **Change Team and Sponsors:**

The change team is ideally made up of a diverse group of change professionals from inside and external to the organisation. Key change sponsors should be included in the planning process to enable them to engage with and effectively lead the change process.

#### **Qualitative Targets and Measures:**

Targets and measures will enable us to gauge success of the change program. Some measures may include, time factors, new process or system implementation, fresh survey results.

## **2. Engage**

#### **Sponsorship:**

Sponsorship should be viewed as the most important success factor. Avoid confusing the notion of sponsorship with support. The CEO of the organisation may “support” the project, but that is not the same as “sponsoring” the 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 initiative.

#### **Stakeholders:**

It is critical to identify key stakeholders that will be impacted by change. The change management team must then develop a plan for engaging stakeholders and communicating key messages that help carry out these plans.

### 3. Communicate

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.

#### **Need for change:**

Effective communicators carefully consider three components:

- Audience level and requirement,
- Content, what is to be said, and
- Timing, when it is to be 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, being mindful of audience level and need.

#### **Designing a Communication Plan:**

Planning begins with a careful analysis of the audience, key messages and the timing for those messages. The change management team will then design a communication plan that addresses the needs of front-line staff, managers, supervisors and executives.

### 4. Educate and Support

Training and development is the cornerstone for building knowledge about the change and the required skills. Training requirements will identify the skills, knowledge and behaviors 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.

#### **Change Champions – Leaders of change initiatives:**

Change champions chosen from all levels of an organisation will play a key role in communicating, leading and monitoring change from the inside-out. It is vital for the change management team and executive sponsors to gain the support of change champions early in the program to build team dynamics and spirit.



## **Coaching:**

Experience indicates that the more support provided in change initiatives, the higher the likelihood of success. Once change champions are on board, the change management team will need to offer coaching and mentoring on how to deliver change initiatives across all levels of the organisation. An Internal or external coaching capability (if not available internally) is essential to help drive and embed desired behaviours.

## **5. Manage**

This step is linked closely to the implementation phase of the change cycle. Keeping a close eye during each step will enable you to pick up early warning signals eg low morale, corridor conversations etc.

A common issue faced in implementation phase is resistance, both from employees and or management. The change team needs to identify and understand causal factors in order to effectively mitigate resistance and get back on track.

## **6. Measure**

In planning the change process, targets are set to make performance measurement simple and effective. Measurement should occur at regular intervals and be reported to relevant stakeholders. Results should also link to the communication plan.

## **Feedback:**

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.

## **Post Implementation Review:**

An important part of any change program is to take the time to stand back, evaluate successes and failures, take on board feedback and identify process changes for the next project.

## **7. Celebrate**

It is a great morale boost to recognise, communicate and celebrate early as well as long-term wins. Positive re-enforcement adds to the overall culture of an organisation and may assist in the acceptance and support of future change initiatives. Identify and plan celebration activities throughout the change program at all levels.