

CHANGE PRACTICE

## Real-time Insight - Principles of Organizational Change

Maximizing Human Potential through Transformation and Innovation

**“There are risks and costs to a program of action, but they are far less than the long-range risks and costs of comfortable inaction...”**

~ John F. Kennedy

Change is an experience that is human led, therefore has human led outcomes. The principle of change identifies the need to address the human impact.

### Understanding Change

#### The Changing States

- The Current State (*losses*)
- The Transition State (*confusion*)
- The future State (*vision*)

### Principles

- ~ Address the human side
- ~ Start at the top
- ~ Involve every layer
- ~ Make the case
- ~ Create ownership
- ~ Communicate the message
- ~ Address the cultural landscape
- ~ Address culture explicitly
- ~ Prepare for the unexpected
- ~ Speak to the individual

### The Impact of Innovation

**Niccolò Machiavelli**  
c. 1513

There is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new system.

For the initiator has the enmity of all who would profit by the preservation of the old institutions, and merely lukewarm defenders in those who should gain by the new ones.



## Uphill Struggle!

Ingrained attitude & resistance

## See the Light!

New attitude & behavior

**Beyond resistance and emotional impact lies learning, understanding and evolution!**

### Change Activities

Establish objectives, scope & support activities.

- Ensure clear understanding of reasons for change
- Identify accountable “change agents”
- Assess stakeholders, define support
- Plan activities, messaging and communication
- Assess impact on people, processes, and structure
- Ensure people are engaged and understand the process
- Support people during moments of uncertainty
- Assess change related training needs
- Identify and measure key performance indicators

- Communicating the message clearly
- Differentiate between natural resistance and ongoing resistance
- Scale the amount of management with the magnitude of change
- Stay flexible with a long-term vision
- Empower action by receiving feedback
- Addressing individuals rather than getting hung up on the processes

### Final Thought...

Change should not be adopted for changes sake.

- Change requires investment
- Investment requires strategy
- Strategy requires consideration
- Consideration requires benefit

### Successful Implementation

- Understanding the role of senders and receivers

**If there is no value add, then there is no value to be had!**