

How to get started – managing a change initiative



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Introduction

- This is a guide is aimed at those responsible for managing a change in their team, department or organisation for the first time
- It is based on a simply four step business change lifecycle:
 - Assessing the change
 - Planning the change
 - Implementing the change
 - Embedding the change
- The guidance identifies:
 - The most important steps for starting the change
 - The most common mistakes and how to overcome them

Download the [Change Management white paper](#)

What is change management?

- Change management is all of the actions that we take to control how we move from one state to another
- These actions include:
 - The ability to explain what the change is, why it is needed and the benefits that it will deliver
 - The ability to influence, motivate and persuade others to see the change in the same positive light that you do, and to willingly become involved in its implementation
 - The ability to break the change into all of the activities that need to happen, and prioritise and resource them

For more information: [Change Management Explained](#)

Business change lifecycle

Assessing the change

- Impact of the change is understood from different perspectives
- Vision of the change that describes the ‘new world’ has been developed
- Compelling stories that explain the results of the change have been developed for different audiences

Planning the change

- Activities to implement the change are identified, resourced and scheduled
- Activities to communicate with and engage the support of stakeholders are established

Implementing the change

- Activities to make the change happen move from planning into action
- Change teams are formed to resource the activities
- Individuals experience the change and move through a range of emotions as they adapt to the change

Embedding the change

- As change is accomplished, achievements are celebrated
- Those still working through the changes are given support to help them make the transition to the new ways of working

Common change management mistakes - Planning

Mistake:

- Creating a rigid plan of activities without allowing for:
 - The impact of peoples reaction to change
 - The identification of new and better ideas as the change evolves

Impact:

- Continuing to pursue activities that are no longer relevant to the change, or falling behind in the implementation of the change as additional activities take place that were not on the plan as individuals strive to make sense of the change in relation to their work

Change management solution - Planning

Create a high level plan of how the change is to be implemented, but leave the detailed planning to those undertaking the activities:

- Define what needs to be accomplished and concentrate on delegating the responsibility for this accomplishment to those closest to it, but do not define how to achieve it
- You cannot know every aspect of every job and those doing the work often have a far more detailed understanding of how to make the change work in practice than those planning the change so empower them to use this knowledge

Common change management mistakes - Communicating

Mistake:

- Believing that because you have announced the change:
 - Everyone heard your message
 - Everyone understood your message in the way that you meant it

Impact:

- Only a small proportion of those that you have targeted with messages about the change have engaged with them
- Too few people understand the change or the benefits that it is designed to bring so positive involvement in the change is limited
- Resistance to the change has built up in those who have not understood the change

Change management solution - Communicating

- Those impacted by the change will hear your messages at different times so be prepared to repeat the same information over and over again
- Tailor your message to the needs of different audiences:
 - Attitudes to change:
 - Innovators and those who seek out change – explain how they can become involved in making the change a reality
 - Those willing to become involved in the change as long as it is relevant to their job – clarify the relevance and the benefits of the change
 - Those who resist change – explain the consequences if the change does not take place
 - Communication preferences:
 - Visual preference - create diagrams and pictures of the change
 - Reading preference – create user guides, research papers and detailed documents explaining the change
 - Physical preference – create opportunities to experience the change with visits to reference sites or creation of a ‘model office’ with access to the new systems and procedures

Common change management mistakes - Implementing

Mistakes:

- Failing to organise the involvement of those impacted by the change, assuming that people will fit the change activities into their day-to-day work

Impact:

- Without a structure reporting of progress, issues and risks is unlikely to be of sufficient detail or in a timely manner
- Without specific responsibilities people will contribute to the change using their own interpretation of what is needed, which might not meet expectations
- Without an agreement on how time is allocated between change activities and 'business as usual tasks', conflict is likely and change activities will often be superseded by more pressing business issues

Change management solution – Implementing

- Agree with each change participant what you need them to accomplish to make the change a reality and ask them to identify the activities they will need to carry out to achieve this
- Ask them to identify when in their working day/week these activities need to take place and agree what they will have to stop doing in order to have sufficient time for the change
- Agree how any shortfall in time can be addressed:
 - Delegate important ‘business as usual’ tasks to other colleagues
 - Hire temporary or contract staff to tackle ‘business as usual’ tasks
 - Agree a lower service level agreement with customers/users during the change to reduce the pressure on ‘business as usual’ activities

NEXT STEPS

If you would like to develop your understanding of change management we recommend this entry level course: [Change Management Foundation & Practitioner](#)

If you would like to discuss how to develop change management within your organisation, please contact us to arrange a free business review – info@maventraining.co.uk

Call today on **020 7089 6161** to discuss your requirements or visit the [Maven website](#) for more information.

