



What	Impact on Change	Tips & Possible Interventions
COLLECTIVE VISION ON CHANGE	<p>What will things look like after the change has been completed?</p> <p>Don't expect people to move in the right direction if you're not able to express clearly and consistently what this direction is yourself. Lack of direction leads to confusion and leaves room for interpretation. In itself that's understandable, but be sure that the message you're trying to give, remains unchanged.</p>	<ul style="list-style-type: none"> Dialogue (do you notice I do not use communication here...?)
CHANGE CAPABILITY	<p>Build change capability : Develop Competence to change: knowledge, skills and behaviour that will drive and support effective and efficient change.</p>	<ul style="list-style-type: none"> Embed change competences recruitment and leadership development
CHANGE LEGACIES	<p>Previous change efforts, change programs etc. and 'damage done' will affect future change capability and behaviour of people.</p> <p>Be aware of 'change-tiredness' wich will paralyze the organization wher you wnat to mobilize...</p>	<ul style="list-style-type: none"> Don't fight the legacies, they're there, deal with them Find causes for behaviour caused by legacies and prevent them in your current or future approach towards change
RECOGNITION	<p>Give recognition , celebrate and communicate successes, even the smallest incentives can have major impact, just like the absence of them..</p>	<ul style="list-style-type: none"> Attention to frontrunners in the change (appreciate them) but definitely also those in the mid-group. Personal attention and recognition often already does the job and create future frontrunners.
RISK MANAGEMENT	<p>Increase the likelihood of succes; indentify hurdles, even the smallest ones. Do it in time and deal with them with respect. There is always a reason for anything, find it out.</p> <p>RISK= Probability x Impact (How big is the chance something with serious impact will occur and affect your change management process)</p>	<ul style="list-style-type: none"> Talk to stakeholders and ask their opinion on (existing/potential) hurdles. A small bump in the road can become a big one after the first one has stumbled over it.. <p>It might create a negative spin-off</p>



STAKEHOLDER MANAGEMENT	Know who benefits (and who not) from the change and who can influence it (and who not)	<ul style="list-style-type: none"> Make stakeholder mapping: <i>Interest v.s. Influence</i> Matrix
FORCEFIELD MANAGEMENT	Which forces (in-and external) will help you achieving the change, which ones will work against the change?	<ul style="list-style-type: none"> Apply forcefield mapping; simple inventory of things, behaviour etc. which will impact (positively or negatively) the intended change. Inventorise those that you can and cannot influence and put your efforts into those will help you first...
DIALOGUE MANAGEMENT	<p>Dialogue rules over communication. Dialogue implicitly has the characteristic of multiple parties exchanging information and ideas, listen and reflect in a respectful manner.</p> <p>For sure, a regular communication-plan will help, but mainly for standardising messages from one to many. In context of change management dialogue should rule for sustainable change through engagement.</p>	<ul style="list-style-type: none"> Dialogue Table; with whom should you have a dialogue on the change, at what time, in which way, on what subject?
TRAINING & DEVELOPMENT	<p>Management of training will contribute to build the right change capability coming from the right change competence.</p> <p>Define which functional and leadership competences are required and which learning intervention is most suitable.</p>	<ul style="list-style-type: none"> Ensure a lively training portfolio based on a TNA derived from the objectives set for the change (apply the 70-20-10 learning philosophy for a well-blended approach)
BUDGET MANAGEMENT	Any organizational change requires a proper budget to get the job done. A hitch in your change management program caused by lack of budget(management) potentially can give the wrong impression. (e.g. budget restrictions could give the impression (true or not) of not taking the change seriously.	<ul style="list-style-type: none"> Apply proper budget management and assure this is not going to be the showstopper for change.
MONITORING PROGRESS	<p>Show results and bring yourself in the position to be able to steer on the right things in time.</p> <p>WARNING: Steer only when really required, do not over steer, it will work against you.</p>	<ul style="list-style-type: none"> Apply the 'good old' concept of PDCA. Know where you stand and know what you can do about it if things deviate. Provide structure to the change



<p>PREVENTION OF RE'S</p>	<p>Prevention of unnecessary RE's : Re-work, Re-invention, Re-scheduling, Re-communication, Re-budgetting etc. Anything that needs to be re-done indicates it was not right in the first place.</p> <p>But iteration is a healthy thing to do right? It shows you're learning. So, what is against it?</p> <p>True, but...The clue lies in '<i>unnecessary</i>', things that could have been prevented or indentified upfront.</p>	<ul style="list-style-type: none"> ▪ If an RE occurs, make sure you communicate about it. Transparancy will help to prevent it from happening again.
<p>ROI OF CHANGE</p>	<p>Monitor the ROI of change: Speed of adoption, coverage of change (number of people impacted by the change), effectiveness and efficiency after completing the change (has the change brought all we had in mind up front?)</p>	<ul style="list-style-type: none"> ▪ Measure and evaluate, do not take anything for granted. ▪ Define Critical Succesfactors up front
<p>PEOPLE MANAGEMENT</p>	<p>Coaching and facilitation of processes between people to get the best out of them before, during and after the change</p> <p>Have clear Roles, Responsibilities & Empowerment in place (which implicitly says: trust your people...)</p>	<ul style="list-style-type: none"> ▪ Embed coaching and facilittaiion competences into your leadership development program ▪ Make sure what the level of empowerment is before, during and after change
<p>DELIVER</p>	<p>Make it happen; make sure you deliver in time what you promiss to deliver.</p>	<ul style="list-style-type: none"> ▪ Don't be modest. Show your results, even the smallest ones to generate engagement and keep momentum. ▪ Manage expectations in time, prevent disappointment as it wil cost you engagement
<p>BEHAVIOUR MANAGEMENT</p>	<p>Steer on consequences of behaviour and not on antecedents (only)</p> <p>Apply OBM (Organizational Behaviour Management) and the A (Antecedents), B (Behavior), C (Consequences) model.</p>	<ul style="list-style-type: none"> ▪ Do some research on it and you'll understand why I mention it here...
<p>PERCEIVED COMPLEXITY</p>	<p>The extent to which people <i>perceive</i> the change to bring more complexity, it twill affect the level of adoption of change if not adressed in time</p>	<ul style="list-style-type: none"> ▪ Distinguishing real complexity and perceptions is key. Communication and training is crucial.
<p>PERCEIVED USEFULNESS</p>	<p>The extent to which people <i>perceive</i> the change to add value to their daily work; it twill affect the level of adoption of change if not adressed in time</p>	<ul style="list-style-type: none"> ▪ Clear and repeated messages / communication on the reasons for change and expected outcomes.



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D = DEFINITE
N = NECESSARY
A = ARRANGEMENTS