

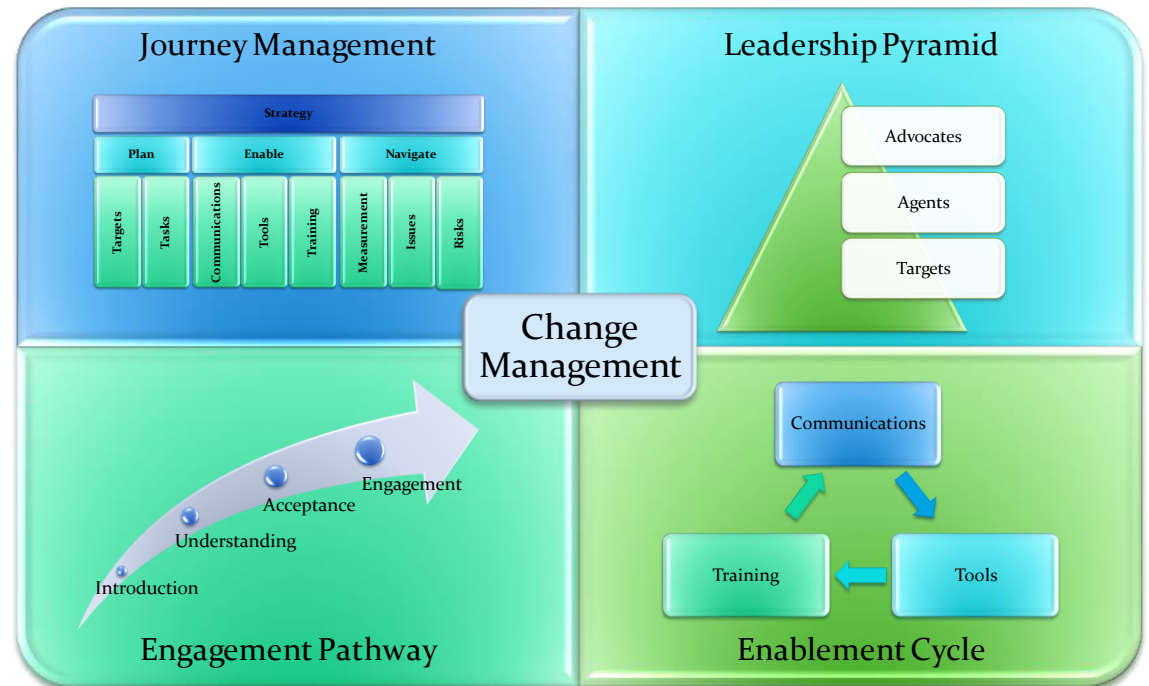
WANT TO EFFECTIVELY MANAGE CHANGE? KEEP THE PROMISES YOU MAKE

Stephen R. Covey, in his Seven Habits of Highly Effective People, pinpointed an important principle: trust is built by making and keeping promises. When your organization is in the throes of change, the level of trust in your ability to manage that change is a direct result of how well the organization has made and kept its promises. It is vital to your organization’s health that you manage the change; avoiding being managed by the change. Aggressive, proactive change management provides the power you need to drive from today’s “as-is” to your future “to-be” organization.

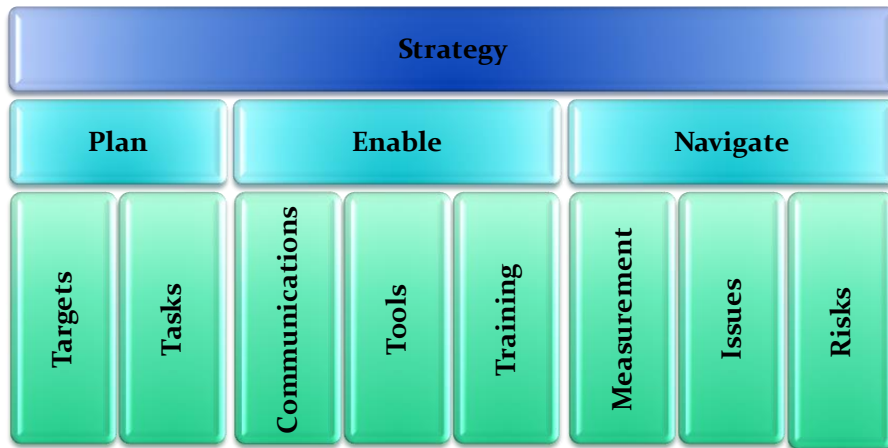
CHANGE MANAGEMENT MODEL

Four quadrants define a comprehensive model for effectively managing change within your organization. Here are the four quadrants and their definitions:

1. Journey Management
Establishing the change management strategy. Planning for the targets of the change and the tasks needed to complete the change. Enabling communications, tools, and training. Navigating change measurements, issues, and risks.
2. Leadership Pyramid
Defining who will be leading, facilitating, and receiving the change.
3. Engagement Pathway
Moving change targets from initial introduction along the path to full engagement in the change.
4. Enablement Cycle
Developing change communications, deploying change tools, and delivering change training.



JOURNEY MANAGEMENT



Developing the change strategy determines the overall objectives of the change journey, documents the “As-Is” and “To-Be” states of the organization(s) impacted by the change, establishes the approach to managing the change and outlines the impacts the change will have on the organization’s policies, processes, and procedures.

The planning phase of journey management validates the change’s target organizations, teams, and individuals, develops detailed work plan tasks for all aspects of the change journey, determines measurement methods, funds the change journey with required dollar and time budgets, and procures required tools.

Enablement calls for developing a thoroughly detailed communications plan, including stakeholder expectations and communications vehicle analyses, putting change tools into place, and preparing required training materials, trainers, and logistics.

Navigating the change journey includes launching the change journey, initiating the change measurement plan, establishing regular status reporting, and proactively managing change issues and risks.

LEADERSHIP PYRAMID



Advocates are senior leaders of the organization who sponsor the change journey and authorize time and dollar budgets. They lead the change campaign and promote the change journey across the business.

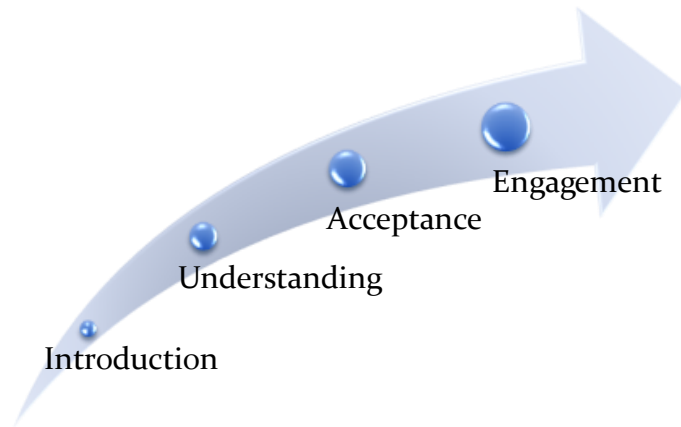
Agents are executives, managers, and staff who ensure progress through the change. They understand and support the change’s objectives. Change agents are the key communication conduits throughout the change journey.

Targets are organizations, teams, and individuals that will be impacted by the change.

ENGAGEMENT PATHWAY

At the Introduction step of the Engagement Pathway, change targets receive their initial communications about the change. The business case and value proposition are explained, as well. Beginning

communications also outline how often progress updates will be provided.



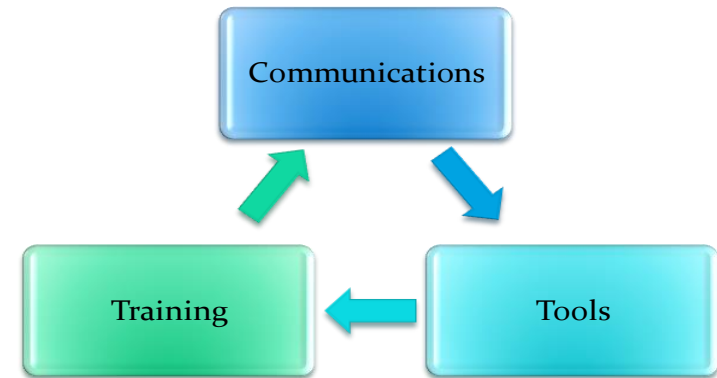
At the Understanding step, change targets comprehend the change and how it impacts them. Frequently Asked Questions (collected during the Introduction phase) are distributed across the impacted organization(s).

Acceptance is when change targets agree to the change and acknowledge their part in it.

The end of the pathway is where change targets are fully engaged in the change and committed to making it successful.

ENABLEMENT CYCLE

The Communications phase of the Enablement Cycle lays the foundation for enabling the change. Developing a highly detailed communications plan includes analyzing stakeholder expectations and evaluating available communications vehicles.



The Tools phase involves deploying the tools that are required by the change. Communications prepare the organization for the new tools.

The Training phase deploys required training materials, trainers, and logistics.

KEY SUCCESS FACTORS

In addition to managing the change (rather than being managed by it) and building trust in the change process by making and keeping promises, several other factors are key to successful change management:

- Strong advocacy from the organization’s leadership ranks
- Change agents integrated throughout the organization
- Measuring and reporting progress through the journey
- Proactively managing issues and risks
- Taking the time needed to effectively plan out the journey.

Let's talk about organizational change coaching. [Click the phone.](#)

