Preparing for Change

Leading organizational change
As a manager, you have a vital role to play in implementing change. You're on the front line when new processes, systems, or job roles take effect. You also play a critical leadership role during times of change and uncertainty. You need to be

- **a communicator** – this is about having open, frank discussions with direct reports. To drive change, managers must be central to the delivery of information – that is, information must be channeled through them. An otherwise effective communications campaign will fail without this kind of direct interaction.

- **an advocate of change** – this entails a personal commitment to support and participate in the change process. This means identifying the specific changes that will affect your direct reports, understanding the reasons for these changes, knowing how your team will be affected, and understanding your role in the process. Introducing the change to your group includes building an awareness of the need for the change and the objectives of the change. It's your job to promote the change to your team.

- **a facilitator of learning** – this requires regular, on-the-job training in the new processes. Intensive training given by specialized trainers is useful, but it can't replace hands-on, on-the-job training by managers.

- **a point of contact** – managers serve as liaisons between different groups. Regular meetings between managers and direct reports are an opportunity to identify problems and brainstorm ideas for improvement.

- **a process owner** – taking ownership of the process means understanding it and being an expert in its details. It means knowing about the changes and how they connect with and impact upon other functions, and understanding your role in the change process. It also means being a change champion – encouraging buy-in from others, and taking responsibility for making change happen.

Leading change requires preparation. The first step in preparing to lead change is to identify the changes that affect your group. Not every change will impact upon your direct reports, while others may severely affect them. It's also important to know why the changes are necessary. To develop an understanding of your own role in the process, consider what you need to do to drive the change process. This means assessing your responsibilities and how these are affected by the change.

The second step in preparing to lead change is to adapt to the changes. This involves reflecting on your own resistance, if any, to the changes, and communicating your concerns. Communicating your concerns is also an important part of adapting to the changes. The final step in preparing to lead change is to acquire the skills to manage the change. You can acquire these skills by grasping the principles and mastering the tools of change management, and formulating action plans.
There are three principles of change management.

1. The first is transparency. It’s important to be open about what you want the organization to become.
2. The second principle of change management is commitment. Ensure that others are committed to the change process by addressing their doubts. Also, be sure of your own commitment. Make the right decisions, however tough, and stick to them.
3. The third principle is repetition. Start communicating early in the process and continue throughout. There should be a series of communications, with a consistent message delivered through a range of channels.

The next component of acquiring the skills to manage change is to master the tools of change management. Three such tools are

- **stakeholder mapping** – identify the key stakeholders – those with the power to either obstruct or drive the change process – and involve them early in the process.
- **culture mapping** - consider the culture of the organization – the assumptions, values, and behaviors – when preparing for change.
- **force field analysis** – this tool gives you an overview of the drivers for change and the inhibitors of change.

Acquiring change management skills also means formulating action plans that guide others through the change process. An action plan should explain the implementation and measurement of the changes. People should know what the interim goals are and what metrics will be used to assess progress. It’s also necessary to ensure clarity on individual roles and responsibilities. People should understand their individual roles in the change process. They should know what they’re accountable for, and who they’re accountable to.

**Preparing an organization for change**

Effective organizational change requires preparation. The organization must recognize the need for change and be capable of changing. Only then can the existing system be dismantled and a new way of operating created.

There are five steps to preparing an organization for change:

1. determine what needs to change
2. create the need for change
3. ensure strong support from upper management
4. develop a strategy and specific plans
5. manage doubts and concerns
6. =

Leadership during change requires preparation, which involves a number of steps. First, identify the changes that affect your group. Second, adapt to these changes, which includes communicating any concerns. Finally, acquire the skills to manage the change, which means grasping the principles of change management, mastering the tools of change management, and formulating action plans. It’s also necessary to prepare the organization for change. There are five steps to doing this: determine what needs to change, create the need for change, ensure strong support from upper management, develop a strategy and specific plans, and manage the doubts and concerns of all those involved.
Complimentary Resources

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Organizational and Talent Development

- Leadership Development
- Team Development
- Organizational Development
- Employee Development
- Learning Technology / Spark Learning

http://www.sanjac.edu/org-talent-development

- Register for Leadership Discussion Groups via SPARK Learning – Item # ODHR 5431
- Need information on how to navigate SPARK? Search SPRK 1000 in the catalog to access the on-line training course: Spark LMS: Getting Started and General Navigation
  SPARK support available @ (281) 998-6399 (ext. 6399) or sparksupport@sjcd.edu

For additional Organizational and Talent Development support, email the OTD department at otd@sjcd.edu