

WHAT SHOULD YOU CHANGE ... AND HOW DO YOU MANAGE IT?

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In Partnership with Work Effects

Making it stick is critical.

Managing change in an organization is tedious. It's difficult. It's time consuming. It's often annoying. It's not fun.

So why should an organization even undertake serious change?

Because successful organizations know that aligning its strategy, culture and health is necessary to become the best organization imaginable. And it is doable.

There are hundreds of moving parts in the typical change management program and coping with them all can be daunting. It's important to have a well thought out plan that covers all aspects – from research and planning to final execution.

As this graphic of four categories of change depicts, changing your physical layout or your processes is relatively easy ... and relatively short-term. Lasting change happens when the organization's values, norms and beliefs – in short, its culture – are totally in sync with what the organization wants to become. The hard work it takes to achieve long-term change durability is worth it to reshape your organization.



To help simplify the entire process, we look at change management in four distinct phases:

- Phase 1: **Define**
- Phase 2: **Design**
- Phase 3: **Develop**
- Phase 4: **Deploy**

Let's look at each of these in more detail.

PHASE 1: DEFINE

The front end of the process is defining who you are as an organization and what you want to become. You need to look deeply into your strategy in relation to your culture and organizational health. With the proper tools you can uncover hidden facts, gauge leadership commitment and provide the direction for you to make hard decisions.

Every good organization has a **strategy**. But to be effective, the strategy must be clear and understood by all employees. Even more important, leadership must be in agreement. A properly defined strategy can simplify change.

Similarly, every organization has a **culture**. The big question is whether it is aligned with the strategy. You need to identify the 10 dimensions of your existing culture – including elements such as focus, risk tolerance, empowerment, innovation, identity, fun and how information is used to make decisions – to determine enablers and disablers.

The **health** of your organization can be measured and target results defined. The seven elements of organizational health can be measured to determine the key metrics:

- Leadership
- Organizational Trust
- Trusted Individuals
- Individual Capacity
- Team Capacity
- Organizational Capacity
- Organizational Climate

PHASE 2: DESIGN

Based on the definitions created in Phase 1, you need to analyze your data, account for new business decisions, identify gaps and formulate a plan that addresses your specific needs. Think of it as your blueprint to building the organization you've always wanted.

Hard data is the basis for designing the change plan. Surveys and employee interviews establish benchmarks on the state of organizational culture and health as defined above. From there you identify the gaps between reality and

future state. That leads to designing the roadmap for transformation including influencing the political will for change.

PHASE 3: DEVELOP

Left to their own devices, managers will do what they think is best, which will be exactly what they've always done. And that will lead you nowhere. If you drive change at the work group level, the impact is greatest. The change management team – usually middle managers and the human resources staff – needs to visualize the goal, accept their individual roles in the process, help analyze root causes of dysfunction, and create SMART goals that recalibrate the organization with a sharper focus and determination.

SMART goals are:

Specific – What is it we want to do?

Measurable – How do we know when we are done?

Aligned – Are we aligned with the business strategy?

Realistic – Is this realistic to take on?

Time Oriented – When are we doing it?

PHASE 4: DEPLOY

While all the phases are important, good deployment is critical. This is what we call “stickiness,” the gum on the shoe of every employee. The change has to become part of every employee's daily existence. The key components of deployment stickiness are the governance committee and the monthly dashboard to monitor progress.

The governance committee – employees who oversee and administer the program – is the catalyst for change. They need to be the champions of change. They need to model behavior to inspire all employees.

Research shows that while employees may sit through the training and absorb the briefing materials and intellectually understand the value of the change program, many still fail to do what is expected of them. Inertia and habit keep them treading water in the shallow end of the pool.

This is why your governance committee needs to comprise your most motivated influencers and forward-thinking leaders. They are empowered to remove and ensure that human and financial resources are available to deliver on promises. In short, these leaders are the life guards that teach everyone how to swim in the deep end of the new pool.

The governance committee also determines the critical success factors that need to be regularly monitored. These become the monthly dashboard where everyone can quickly see where success is being constrained and where it is flourishing. That lets everyone know at a glance where they need to devote more attention.

For more information on how to better align your culture and strategy through stronger change management, get in touch with us. Let us help you become the organization of your dreams.

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