

**Change Model  
And  
Process  
For  
Implementing Change  
In  
Organizations**

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# Outline For Implementing Change

## **I. Present State**

Key areas to pay attention to as the change initiative is planned.

### A. Assess present situation

#### 1. Structure

Policy, procedures, rules that might prevent or inhibit change

Degree of control by command structure

Flexibility indicators- does management process ignore feedback from consumers, line staff, supervisors, vendors

Does decision making process encourage or impede risk/innovative thinking

Does organizational chart support change

Success history for implementing change

Roles and interactions that may undermine the vision

Informal networks that will be affected by change

#### 2. Culture

Readiness and capability to change

Problem solving methods

Rewards and what gets rewarded informally and in what rituals

Determine areas of resistance to change

Potential problems

Traditions and convictions that may interfere in change

#### 3. Define the need for change

Problem statement

What processes impact the problem

How do we know specifically that we have a problem

Urgency for change

Power behind the sources of demand

Degree of discomfort in all levels regarding stressors of the demand

What challenges exist now and in the future

What is the impact on change based on these challenges

Why changes need to occur now

#### 4. Sponsorship contract in place-authority to make sure change moves along

### B. Define the future state

#### 1. Vision- the excitement and the promise of change

Goals

Include short term visual improvements

Exhibit incremental rewards

Where are we going as an organization

Why important

Success factors and indicators

Measurable objects

Competitive benchmarking and consumer focus

Communication and campaign plan to reach all organizational levels

2. Transition statement

Who, what and how positive results will be achieved

Establish multi-level participation planning and project teams

Convey a sense of urgency

Build on strengths

Describe mission- what the organization does, why it exists and reason to be

3. Clarify measurement criteria so we know if we get what we want

C. Leadership

1. Self evaluation in readiness for change

2. Modeling the change, make it clear that mistakes from risk taking will not be

punished, admit errors and limitations

3. Decide how to keep the vision in the collective awareness

4. Prepare for the loneliness of leading

5. Prepare others for the emotional response to change

Grief for loss of past ways

Fear of the unknown

6. Communication strategies- making a case for change and "buy-in"

Getting feedback process established

Encourage full participation

Articulate the action plan

Control information

Get emotional commitment from others

Take a stand

Evaluate readiness

7. Guide creation of vision, picture or symbols of the change

8. Motivate employees to embrace vision as their own

9. Craft the organizational structure and systems to support the change

10. Insure accountability

D. Action Plan- preparing for transition

1. Comprehensive research studies

2. Generate cost benefit and cost efficiency analysis

3. Clarify opportunities, priorities, and timing for change

4. Strategy- how mission will be achieved, how we are going to change, determine the

major tasks for transition

Critical functions

Determine where to intervene

Relevance to change goals and objectives

Specific activities (i.e. transformational leadership teams, focus groups, etc.)

Parts are closely integrated (i.e. results of consumer satisfaction surveys, organized by action

research teams are relayed to multi-disciplinary teams to coordinate adjustments in plans based on the data)  
Logical sequence of events  
Contingency plans (ability to adapt) for unexpected forces  
Determine the structures and management mechanisms necessary to accomplish the tasks (moving forward)  
Pilot project linked to larger system  
Organizational wide confrontation meeting  
Educational interventions planned  
Temporary management structures  
Top management support  
Groups prepared for change  
Staff requirements- i.e. lay-offs, hiring, re-evaluating job descriptions (position, rank, status)  
Organizational chart adjusted to support change and accommodate temporary teams to institute change  
Preparing for change announcement  
Benefits to people  
Opportunity for creativity  
Success stories of trusted or reputable people  
Availability of training  
Indication that compliance is necessary for personal success  
Clarify parts each individual will play  
E. Resources

1. Parameters set by management up front so teams will know their task, budget and expectations

2. Supports for change

Technical equipment

Skill and change-specific training planned, to be initiated in transition stage

Orientation training initiated, space and personal time approved

Time

Access to people and information

Rewards for supporting the change are given financial and logistical substance

## **II. Transition**

“On the edge of chaos”

Key areas to pay attention to as the change momentum moves towards implementation.

A. Communication

1. Punctuate the action plan by making accountability a reality

2. Rewards and recognition

Supportive encouragement

Build confidence

3. Measured achievement- assess progress in defining and meeting goals

4. Initiate a series of all-inclusive meetings

5. Transmit and coordinate logical sequence of change events- avoid double messages

6. Continue to repeat the vision individually, in small groups, e-mail, newsletters, check-stuffers, etc.
  7. Explain all staffing pattern changes many times
  8. Replace any disrupted informal networks
  9. Stay in solution rather than looking for blame
  10. Transmit customer wants, needs and shifts as the basis for change
  11. Deal with who is affected by change and encourage them to stay on the path
  12. Flexibility- willing to bend, move forward, and be more adaptable
  13. Continue to go for “buy-in” and re-commitment, “talk it up”
  14. Never let up on frequency and seeking diverse ways to keep the word out
  15. Utilize outside perspectives and see selves as consumers and competitors see the organization
  16. Remain open and curious by promoting new ways and frequency of intra and inter organizational contact
  17. Target those most affected by change in “core processes” (organizational, structural, and managerial)
  18. Public relations and orientation to change
  19. Establish 2-way and side way feedback (360 degree)
  20. Repeat, repeat, repeat
- B. Creating change in culture
1. Constant dialogue in groups about change
  2. Second order change demands consistent intervention:

Acknowledging meta rules- the rules of the rules (underlying assumptions that unnoticeably

shape perceptions, procedures and behaviors)

Affirming those that support change

Challenging those that inhibit change

Revealing organizational purpose- transmit a compelling mission statement

Process emotions and values by creating safe space for talking about all experiences during change

Maximum use of empathy to acknowledge grief and other difficulties of change

3. Expect resistance and offer help in meeting new standards of change
4. Provide consequences as soon as unwillingness to change is confirmed

5. Don't push for preconceived answers- allow different answers and solutions to come to the surface

6. Treat people as colleagues rather than tools to make a profit

7. Make rituals and symbols of change visible and frequent

8. Provide avenues for conflict resolution

9. The individual is the key- impact here is absolutely necessary to insure change

C. Leaders as facilitators

1. Involve the workforce
2. Deal with ambivalence
3. Assemble task forces for temporary problem solving

4. Establish and initiate steps towards progress
5. Support quality action and follow-up
6. Maintain change in momentum and achieve changeability
7. Generate short term wins and publicly celebrate individual commitment to change and collaborative competence
8. Reward change supporters and be prepared to discharge unwilling trouble makers after attempt to reform
9. Stand on convictions
10. Model confidence
11. Maintain focus- avoid attempts to change too much at once
12. Stay strategically aligned with customers while influencing through a positive attitude and view that work is exciting
13. Help people feel significant
14. Show how learning and competence matter
15. Continue to reinforce on a one-to-one, small group, and organizational level
16. Communicate on all levels

External

Boards

Conferences

Gain support and cooperation of constituent groups

D. Create flexible structures and systems

1. Initiate new roles and responsibility
2. Circulate organizational chart
3. Rework constantly, policies and procedures (these should reflect practice and not become a rigid, idealized, perfectionist standard to which practice should conform)
4. Revise job descriptions, as feedback dictates, with as little bureaucratic interference as possible
5. Allow workgroups to establish themselves and become self-directed while providing guidance and parameters
6. Institute revised systems

Information

Human Resource

Appraisal

Promotion

Pay scales

Administrative

Budgeting

Purchasing

Payroll

- E. Training- bring work changes into the classroom, “how to” skills training initiated
  1. Problem solving
  2. Active listening
  3. Planning
  4. Decision making and values clarification
  5. Group process and dynamics
  6. Data collection analysis
  7. Positive attitudes
  8. Clarify innovation misconceptions
- F. Sustaining sponsorship
  1. Educate or replace weak sponsors
  2. Avoid delegating to agents
  3. Constant communication between “initiating” and “sustaining” sponsors

### **III. Future State/Desired State**

Key areas to pay attention to as the change momentum moves towards completion.

- A. Measurements and feedback with references to the vision
  1. Assess whether goals reached and monitor progress
  2. Measure progress against initial success factors aligned with customer satisfaction
  3. More efforts to monitor and follow-up than in the other 2 phases
  4. Constant revision of plan based on incoming data
- B. Group process to revisit vision (answer and ask questions, surface beliefs)
  1. Self-monitoring with rewards and consequences as bases for new norms
  2. Encouragement for member learning, acquiring new skills and risk taking
  3. Rewards are team based
  4. Put dissenters in charge of solution
  5. Encourage resistance to get talked about
  6. Keep people talking even if they express the same things time and time again
  7. Reduce conflict of diversity issues by creating a safe place to air various interpretations
  8. Establish and sustain trust
  9. Keep norms open and flexible
  10. Help to avoid cultural backlash
  11. Help bring mental blind spots to surface (i.e. playing it safe is worth not getting rewarded)
  12. Decision making remains collaborative
  13. Test and modify decisions autonomously
- C. Accountability
  1. Make public all efforts to change and take risks, modeled by leaders
  2. Consequences are natural yet immediately applied so that the culture “gets the point” and change is not subverted

3. Rewards are given in a substantive way as a matter of routine- reinforcement is immediate, with any delay resulting in shift toward the status quo
4. Responsibilities and roles are consistently reinforced and made relevant to the vision

D. Consolidating gains and producing more change

1. Using increased credibility to change all systems, structures, policies that don't fit together
2. Hiring and promoting, developing people who can implement change vision
3. Reinvigorating the process with new projects, themes, change agents- leaders reminding themselves and the whole organization that learning and change are a way of life
4. Fire those that are unwilling to change

E. Anchoring new approaches in the culture

1. Creating better performance through customer productivity oriented behavior
2. Articulating the connections between new behaviors and organizational success

Publicize

Undercut cultural backlash

Incremental reinforcement for small, planned wins

3. Leadership optimism and follow-up with constant vigilance and willingness to change themselves
4. Restructure when conflicting values surface
5. Demonstrate again and again that risk taking is more virtuous than saving face