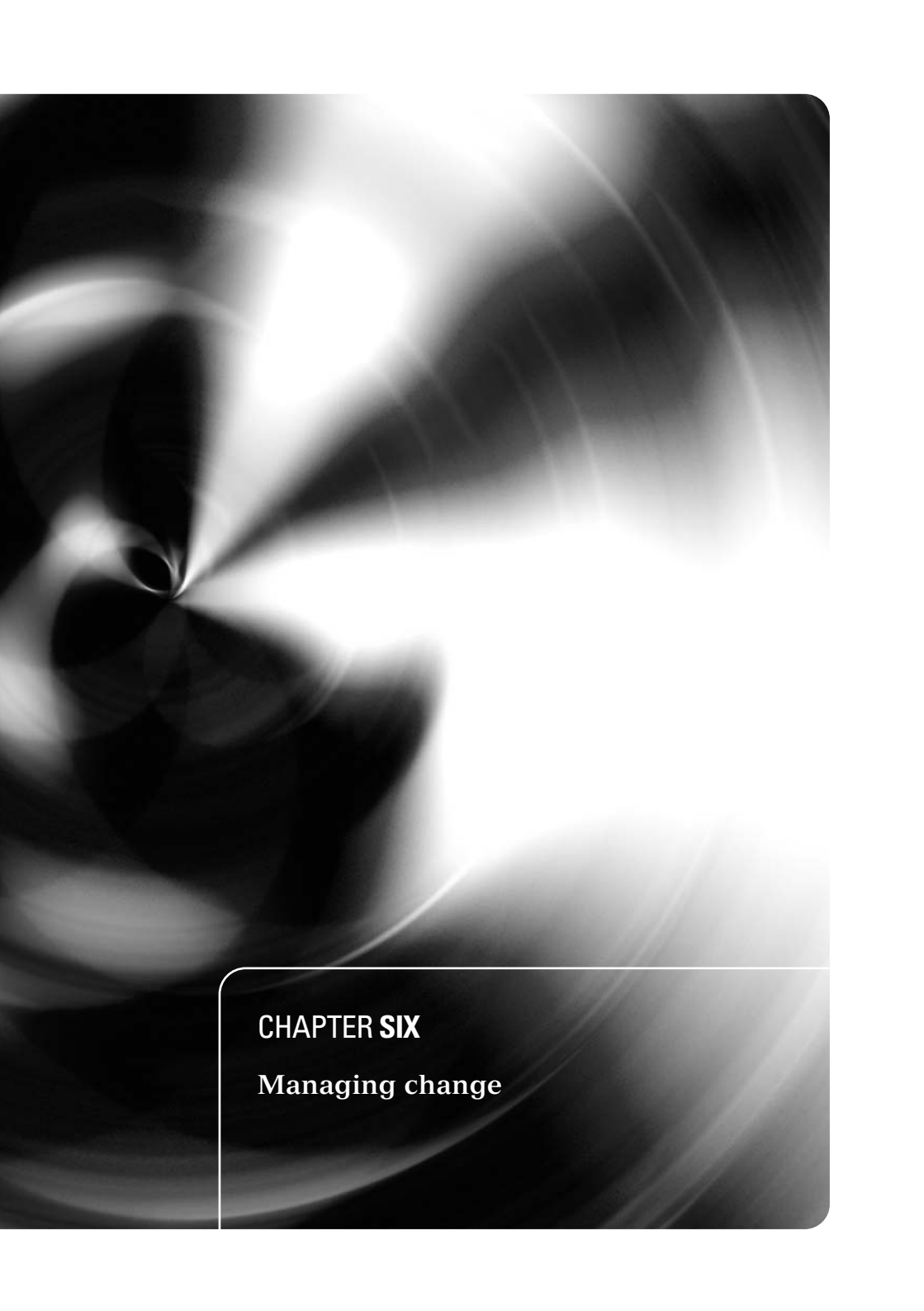




CHAPTER SIX

Managing change

SIX

Managing change

Understanding organizational change

Regardless of the consultancy projects we work on, managing change is always central to them. Whether it be a new MIS system, organization structure or change in operational processes, change of some description has to result. To be a successful internal consultant we need to be able to understand and master the dynamics of organizational change.

In a change process we have to help clients gain a clear understanding of where they are and where they need to go. Change then involves moving the situation or organization from point A to point B. If the change transition is to be successful we will need to identify a number of core factors and pull a series of 'levers' along the way. This process we refer to as change management.

Figure 23 identifies some of the issues and levers that will need to be managed in most change management processes.

In understanding change we have to focus on two key areas. Firstly, we need to appreciate how individuals react to change and to learn to plan for these reactions in our day-to-day work. Secondly, we need to develop an understanding of the factors that influence organizational change.

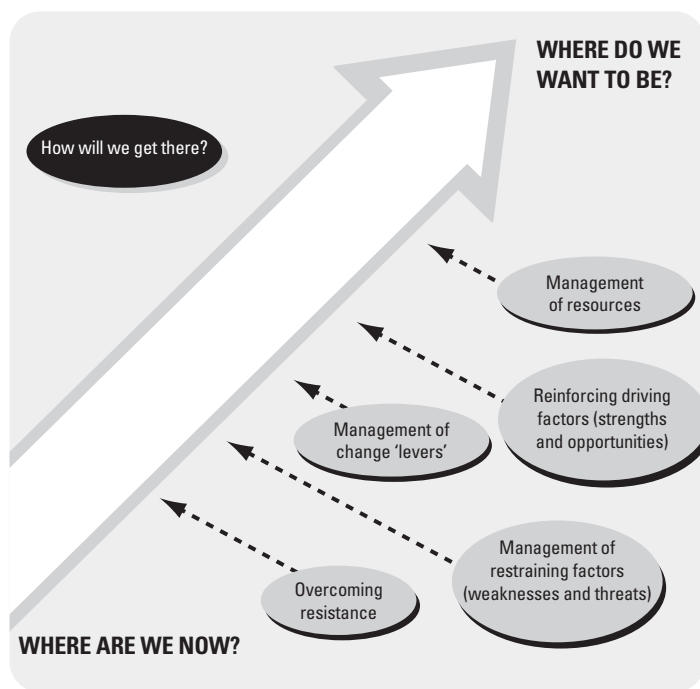


FIGURE 23: MANAGING THE CHANGE

Individual reactions to change

Change and how people react to it is often defined in terms of a series of endings and beginnings. People often have to say goodbye to the past and then come to terms with, or embrace the new. Change can often provoke a sense of shock or loss in people and that is why we need to be prepared for different individual reactions. In major change scenarios this sense of shock can have dramatic consequences for all the parties involved. It might even result in major forms of resistance to the proposed changes as illustrated by temporary work stoppages, strikes or even sabotage.

The following table outlines some of the most common organizational change scenarios and some typical individual reactions that might result.

ORGANIZATIONAL CHANGES	INDIVIDUAL CHANGES – REACTIONS
Merger, acquisition/takeover	• Loss of direction • Ambiguity about what the new situation involves – leading to uncertainty and insecurity • Excitement over the changes and new opportunities • Creation of a ‘winners and losers’ atmosphere.
New CEO	• New strategies, rules and priorities • Need to develop new relationships – build new credibility • Sense of urgency – need to perform.
Senior Management ‘shake-outs’	• Changes in power base and key stakeholders within the organization – individuals having to develop new networks • Loss of power or sense of newly acquired power • New rules and priorities.

ORGANIZATIONAL CHANGES**Loss of major customers/
market turbulence****Changes in capital structure**
e.g. stock market flotation,
acquisition**Privatisation****Rapid growth****INDIVIDUAL CHANGES – REACTIONS**

- Uncertainty and sense of crisis
- Possible redundancies – fear of unemployment.

- Possible change in management style and commitment to the organization.
- New owners and performance regime – change in habits.

- Changes in working practices,
- Clash of value sets – people may not want to be profit driven.

- Loss of small company climate – individuals may not like the formality of a bigger organization
- Chaos and dis-organization – out of control
- Urgent need for new practices, systems and processes
- Pressure to keep up.

Woodward and Buckholz in their book 'Aftershock' identified four classic reactions towards change events. These consist of disengagement, dis-identification, dis-orientation and dis-enchantment.

As an internal consultant we can expect to have to deal with all of these reactions at some stage or another. In very complex projects we might have to deal with different groups of people who are at four stages. Central to our consultancy approach is trying to look ahead and predict difficult situations. If we can do this then we can develop contingency plans and actions. Understanding where people might be on these emotional scales will certainly help us to understand the way people are behaving. In any change process emotions play a major role. Failing to recognise and plan for this emotion will result in greater difficulties when we come to implement a change.

1 Dis-engagement

- Loss of initiative and commitment.
- Do as little as possible.
- Withdraw/maintain a low profile.
- Energy lost – survival and self preservation becomes the priority.
- Go to the bunker.
- Quit.

'Just keep your head down'
'Don't do anything risky'
'I'll just do my job from now on'
'This happens every 2 years'

2 Dis-identification

- Loss of identity.
- 'I used to...'
- I am no longer OK!
- Living in the past.
- Back to the future.

'It's not fair'

'They didn't ask me'

'Why did it have to happen to me?'

3 Dis-orientation

- Feeling of loss and confusion.
- Lost priorities.
- Loss of direction.

'Now what do I do'

'What do I need to learn'

'What is going on'

'What next?'

4 Dis-enchantment

- What has gone has gone.
- The good old days.
- 'Victim' behaviours.
- Need to enlist support from others.
- Back stabbing.
- Revenge.

'It's just not like it used to be'

'They won't get anywhere with this'

'I cannot believe what has happened'

'They will be sorry'

The change transition curve

Another classic and helpful way of viewing individual reactions to change is to look at it as a series of stages. Adams, Hayes and Hopkins in their work 'Transitions' developed a 'transition curve' approach to change. This analysis is frequently associated with the emotions and grieving process that people experience with the death of a close friend or relative.

Stage 1: Shock and immobilisation

Why me? What have I done to deserve this? How could this have happened?. We are shocked that the change has taken place – 'They have sold the company or announced the closure of the plant – it is unbelievable!' This is a shock reaction – we are immobilised and show an inability to do anything.

Stage 2: Denial and disbelief

This stage involves denial and disbelief that the change has actually happened.

'Why did it have to happen to me? It cannot be true.' 'Why them? They did not deserve it!'

In some cases people may even revert to their previous work behaviours. The redundant worker continues to get up to go to work and actually travels to the plant. The executive refuses to inform their family that they have been replaced. The same forms and processes are completed.

Whilst this initial reaction is normal it is of course important that people get help to move into the new scenario.

Stage 3: Incompetence/guilt/depression

Next we begin to understand the new situation but feel incompetent and frustrated by the new order of things.

At this stage we may feel that we cannot cope with the new; that we lack the necessary skills or confidence in ourselves or the new situation. In extreme cases some people might feel guilty that they kept their jobs in the restructuring whilst others were fired. Alternatively, they may feel depressed that they were denied the opportunity to leave with a large pay-off.

Clearly training initiatives and effective communication processes can help people through this very difficult phase.

Stage 4: Accepting reality

At this stage we begin to come to terms with the change and accept the new reality. There may be a new willingness to try out the new practices and to generally begin moving on.

'I have to move on and just try to get on with it!'

'Well, life has to go on'

Stage 5: Rationalising and testing

At this stage we are really beginning to cope with and manage the new situation or demands being placed upon us. We may also make mistakes and use up a lot of energy in trying to get to grips with the new order. But slowly by trial and error we begin to learn and cope.

Stage 6: The search for meaning and acceptance

At this stage we try to reflect on what has happened to us. We seek to understand what is different and why we became so frustrated or angry about the change. We may begin to share our feelings and views with others as a way of making sense of the whole process.

Stage 7: Internalising the change

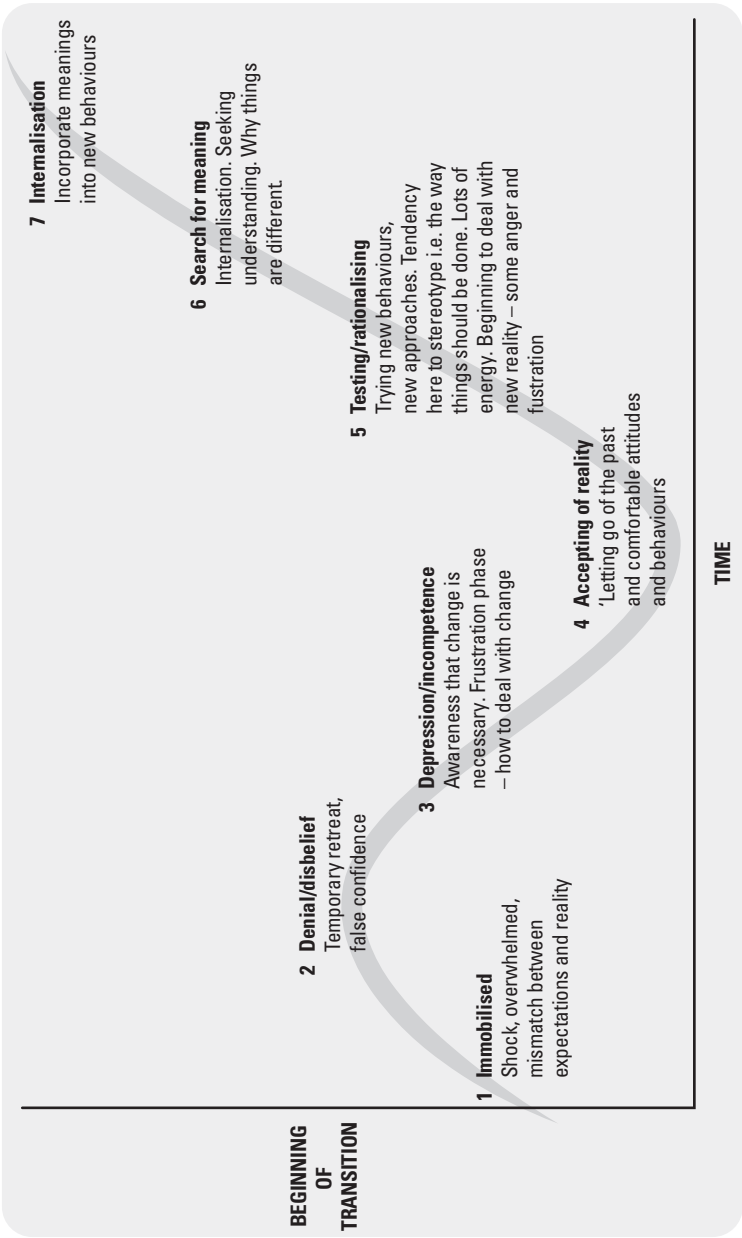
The change process and transition has finished and we begin to feel comfortable and confident with the new situation. We have come to adapt and cope with the change and return to a new sense of normality.

The great value of the transition curve is that it again provides a framework for us to understand what is happening to people when they experience major change. By reflecting on the model we can both plan and manage change projects in a more effective and integrated way. The important point to try to gauge is where people might be at a particular point in time on a change project. If we can do this we can again think about developing responses to deal with the reactions.

We obviously need to think about how we trigger various change events and how we are going to deal with the people issues. There is no point being very excited and optimistic about a change if your client audience is stuck in the first stage of shock and denial. In such cases we will need to develop appropriate strategies to help people move through the various phases in line with our project deliverables.

The transition curve

Understanding the seven phases will speed up the transition process.



Very often we will need to consider a range of possible actions including:

- **Improving the communications and information flow** – to help people become more informed about the change.
- **Allowing more time** – if strong emotions are involved we need to be realistic about the time it takes for people to adjust to the change – so we may have to slow down and build in more time just to allow people time to digest the changes.
- **Providing increased access to senior managers** – in stressful situations people will want to talk to the key players and so it maybe necessary to hold sessions with the top management to address concerns.
- **Incentivising actions** – we may need to help people by showing what benefits they will gain from the change – whether it be financial or through improved work processes or environment.
- **Forcing the change** – in some cases there maybe a need to drive through the change forcefully.
- **Providing access to training and other resources** – to develop their confidence in the new system.

Managing organizational change

As well as understanding how individual's react to change we also need to be able to understand the wider issues that impact on organizational change.

In any change process it is critical to be aware of the wider organizational factors and issues that impact on the likelihood of success or failure.

Experience suggests that any organizational change can generate some of the following issues and problems.

People hold onto the past

As we have already identified, a frequent characteristic of change is that some people prefer to hold onto the past and so resist the introduction of the new.

People revert to type easily

People like to go where they are comfortable. So, even after some initial efforts to change, people will often slip back into their old way of doing things. Rather like the proverbial new year's resolution, people soon lose their enthusiasm for the change if other factors are not also in place.

Skills and knowledge gaps open up

Transition to the new may mean that people need to learn new knowledge or skills in order to adapt to the new order. If efforts to address these gaps are not made then the chances are that the change will impact negatively by a lack of people capability.

Failing to manage the hard or soft issues

In any complex organizational change there is a need to often address both the soft and hard elements of change. There is no point in training people and motivating them if the system they are to operate will not deliver the information necessary to make the customer happy.

Equally, investing heavily in new information systems and equipment will not work if the people who are to operate the new systems are either demotivated or lacking in skills. To achieve effective change you have to manage the hard and the soft elements of change.

The old management is left in place

Frequently, change fails as the old regime is left to manage the change. In achieving and driving through complex change you may well need to consider making changes at the top or with the middle management. You have to ask why were the changes not actioned by the existing management?

We give up too easily

Many change initiatives are not allowed sufficient time to succeed. When faced with a sharp dip in the transition curve of change many managements will give up. Cries of 'it's not going to work' or 'the results are not happening!' can all too easily mean that projects are terminated too early on. When the process becomes difficult you need to show a strong nerve and commitment to follow things through, and not give up at the earliest signs of difficulty.

Narrow ‘single issue’ management

Failing to address the hard and soft elements of change can lead to faulty implementation, so to can a focusing on one major issue. Thinking the problem is all to do with the system or quality is invariably wrong. Complex change involves different dimensions and when searching for solutions you need to ensure that you don’t get locked into one form of diagnosis and solution.



Insight

Lack of senior management commitment

Without doubt one of the biggest problems in engineering successful change is securing consistent and on-going senior management commitment towards the change. Many projects fail because there is no strong leadership commitment to drive the change. Alternatively, the commitment is there at the beginning but soon fades during the life of the project. Without a strong level of senior management commitment change always proves hard to deliver. When the going gets tough you need to be able to access people who have authority to make things happen. We will look at this issue more when we look at Stakeholder Analysis.

Consultant or functionally driven

Whilst this book champions the cause of the internal consultant you should avoid running projects where all the control and direction comes from the consultant or support specialists.

Change has to take root in the organization and the best way to do that is to generate a high level of ownership amongst the people who have to own and live the new changes. From involvement comes ownership, and the best change projects are those owned and driven by the people who ultimately will be responsible for the change on an ongoing basis.

Initiative fatigue

Too many organization chase fads and fashions. The result is lots of cynicism and scepticism about change. Avoid trying to present change as an initiative or an event – sell it as an ongoing process. Avoid too many slogans and an overly programmatic approach. Instead, deal with the specific problem and view change as managing the status-quo rather than some big event.

Poor process management

To manage change successfully you have to address not only the ‘what’ of change but also the ‘how’. Process management is all about managing the ‘how’ of change. How will we inform the unions at the same time as the management? How will we build a groundswell of support for the change? How will we run the two systems together during the transition period?

Typically managers are very good at classical planning and that is normally about the ‘what needs to be done’ of change. Process management is much more about looking at the cross linkages involved in complex change.

Organizational change readiness assessment

Prior to implementing a change carry out a quick organization readiness assessment. This is a very simple but powerful way to gauge how challenging your proposed change might be to implement. It builds on some of the issues we have already outlined.

Figure 24 shows the template and a simple scoring against the criteria will help you to assess the change.

Clearly, if your analysis leads you to conclude that people are likely to view the change as being a possible threat to their job security, or might result in a loss of skills, then you need to start planning in detail how you are going to try and sell and implement the changes.

As a simple template you can again use it with clients to get them thinking about the change process and how the challenges might be overcome. It will certainly help you in getting an overview of the potential complexity and in some cases resistance you might meet.

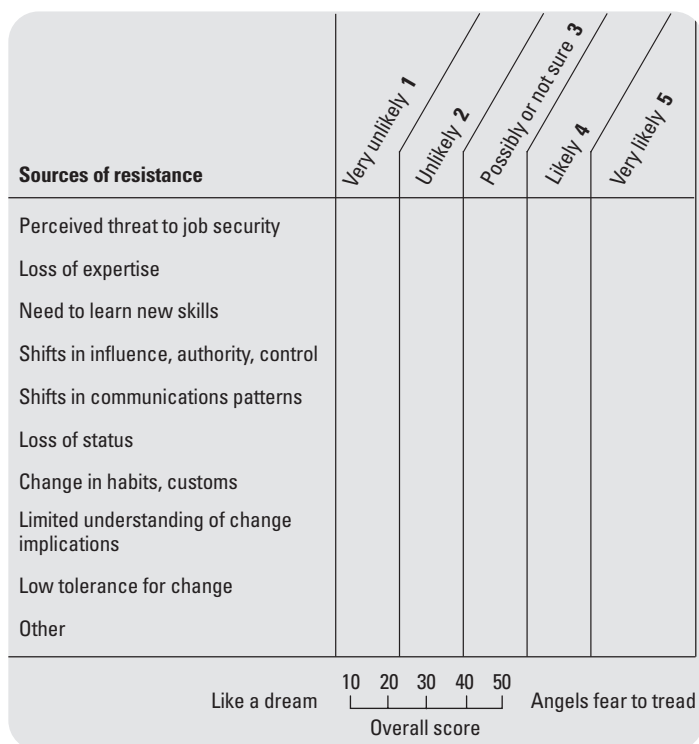


FIGURE 24: ORGANIZATION – CHANGE READINESS ASSESSMENT

Managing organizational change template

Another extremely useful tool to use when planning and managing change projects is the change management template detailed in figure 25.

This simple but very powerful checklist can help identify areas of concern at either the outset or during the lifecycle of a change project. It helps identify some of the critical ‘make or break’ issues involved in organizational change.

Below are listed some of the key issues and questions that you might need to consider as you score a change project. It is far better to highlight any problems or issues at an early stage than to stumble into them three months into the project.

You can use this template either as part of your project planning process or again as a discussion document with your clients. In a large management group you can ask people to score the checklist individually without discussion. Then collect the scores to collate the overall group results to identify any problem areas. This is a brilliant way to surface any issues involving a lack of common vision or strong management support – which are often critical issues in driving successful change projects.

Typically the checklist cuts across the task management and process issues which as we identified earlier have to be addressed with equal focus.

1 Task Management Issues

- The implementation plan describes the ‘**What**’ changes.
- Process issues relate to the ‘**how’s**’.
- Process activities enable organizations to make planned changes successfully and to deliver measurable performance improvements.
- Most organizations are good at managing the **what** in implementation but less effective in managing the **how**.

2 Process involves

- Who to involve and in what role.
- Communicating actions, benefits and risks.

- Building, securing and maintaining commitment to change.
- Co-ordinating project activities and packaging work.
- It recognises the impact of culture and peoples' values.

Change management template – the critical success factors

1 Common vision

- Is the client clear about the outcomes and desired end result?
- Has sufficient 'quality' time been spent on developing the end state or vision?
- Do we have the Big Picture clear?
- Is there clarity of the future position?
- Consider workshop/retreat sessions away from day-to-day pressures to address these questions?

2 Unified management

- Is everybody on board and supporting the proposed change?
- Have we adequately discussed and debated the issues?
- Has everyone signed up to the change or is commitment patchy?
- If there is disagreement – Who is raising the conflict – on what issues?
- Can we proceed with the level of support that we currently have?

- Will it sustain in difficult times?
- What are our plans for ensuring we maintain the necessary level of support and commitment?

3 Surfacing of concerns

- Have we provided people with the opportunity to voice concerns or worries about the change?
- Have we made use of staff meetings/surveys/communications channels?
- How have we honestly dealt with such concerns?
- Have people voicing concerns been viewed as demonstrating a lack of commitment or loyalty?
- Have any dissenters been punished for voicing any concerns?
- Have we provided reassurance about their concerns or have they been ignored?
- Do we have a groundswell of support for the change or is there lots of cynicism and inertia?

4 Content management

- Have we a comprehensive plan that recognises the critical issues?
- Are we satisfied that we have thought through all the detailed actions and that nothing has been missed?
- Have we effectively involved all the right people in the planning process?
- Is everyone clear about the plan?

5 Process management

- Have we thought through all the process issues?
- Are we co-ordinating the various elements of the project plan?
- Have we assessed the possible sources of resistance and developed plans to overcome them?
- Are we satisfied that we have spent sufficient time addressing the 'soft' issues?

6 Realistic time-scales and resources

- Are we being rigorous and realistic in our assessment of the time it will take to deliver the change?
- Are we providing sufficient resources to the implementation?
- What contingencies have we put in place in the event of any time or resourcing slippages?

7 Regular and open communications

- Are we satisfied with our communications processes and channels for the project?
- Do we have regular briefings to all key stakeholders built into our plan?
- Are we communicating the plan, it's progress and difficulties in an appropriate and timely manner?
- Are we being open, honest and direct in all of our communications?
- Do we have appropriate feedback mechanisms in place?

8 Systems to support change

- Have we made sure any systems or processes that are involved in the change are also being adjusted to assist the implementation – consider MIS, training, reporting lines etc?
- Are we allowing any systems to maintain the status-quo and thus block the main change?

9 Rewards to support the change

- We need to consider not just financial rewards but others, e.g. the impact on working practices.
- Will effective implementation result in people being penalised for the change in some way or will they be rewarded?
- Remember to achieve change you very often need to pull the financial reward lever to push people along – are we able to do that with the change in question?

10 Commitments honoured

- If we are making any commitments to people concerning the likely outcomes of the change, to what extent are we comfortable that we can honour them?
- Can we deliver on what we are saying or promising?
- If in any doubt – don't. People will not appreciate it and it will make it more difficult to get support the next time

11 Right people in key roles

- Have we put the right/best people on the project?
- If not, will it affect other peoples' views of the seriousness of the plan and the proposed change?
- Will people need to learn new skills? Have we made plans and arrangements so those skills can be acquired

12 Involvement of those affected

- Have people who are to be affected and involved in the change sufficiently informed?
- Remember that from involvement comes commitment! Have we got the right people involved in the planning of the change process?
- Have we left any critical people or groups outside the communications process?

13 Supportive leadership

- What are we doing to maintain the active support and interest of management in the project?
- Have we provided a list of the key actions required of them?

- Are middle management mobilised and fully involved in driving the change?
- How do we propose to secure the continued support of senior management in the project?
- Have we generated the right reporting mechanisms?

14 Measurement

- Have we generated sufficient hard measures to enable a full assessment of the project's success?
- Have we focussed measurement systems on the activities and results we want to see?
- Have we limited the number of performance indicators to track progress?
- Have we advised people that we will be measuring their performance?
- Do we have the systems in place by which we can provide feedback?
- Will there be real pressure to show progress?

15 Effective project management

- Have we ensured key stakeholders have been involved?
- Have we allocated balanced roles and accountabilities?
- Are the key tasks and work packages properly integrated and time sequenced?
- Are the technology inter-faces right?
- Have we anticipated crises?

Success factors	Non-existent	Weak	Adequate	Good	Excellent
Common vision					
Unified management					
Surfacing of concerns					
Content management					
Process management					
Realistic time-scales and resources					
Regular and open communications					
Systems support the change					
'Reward' to support change					
Commitments honoured					
Rights people in key roles					
Involvement of those affected					
Supportive leadership					
Measurement					
Effective project management					

FIGURE 25: MANAGING CHANGE TEMPLATE

Stakeholder Analysis

No review of change management can be complete without a description of stakeholder analysis. We have already stressed how important leadership support and commitment to any change programme is. Very often in organizations, change projects start with a lot of effort, energy and management support but as time moves on and other priorities or difficulties occur, support for the change can begin to fall away. This can have disastrous results for the success of your project.

So a Stakeholder Analysis (see figure 26) enables you to map where the various groups involved with your project might be positioned. It is important to not only carry out a stakeholder analysis at the beginning of a project, but also to update it through its life-cycle. It is very common for senior managers to lose interest in projects and this is not good for you if a project runs into difficulties. You will need senior management support in tough times as well as the good.

Equally a Stakeholder Analysis can help you and your client appreciate where certain areas of resistance or support might come from. Obviously it is the people who might be out to block a change that have to be watched carefully. But it is equally important to identify those groups who will support the change.

As with a lot of models the Stakeholder Analysis does not provide clear answers. But what they do is help you identify complex and, in some cases, highly political and sensitive problems to your client so that alternative strategies and options can be developed.

When conducting a Stakeholder Analysis consider the following key questions:

- Have we got a strong supporter for the project – High Power and High Concern?
- Do we have any potential change champions – people who will help drive the change – High Concern and Low Power – How can we give them more power?
- Do we have any concerns in the High Power and Low Concern area? Can we push through the change with these people in place? Why do they not support the change? Lack of understanding or totally opposed?

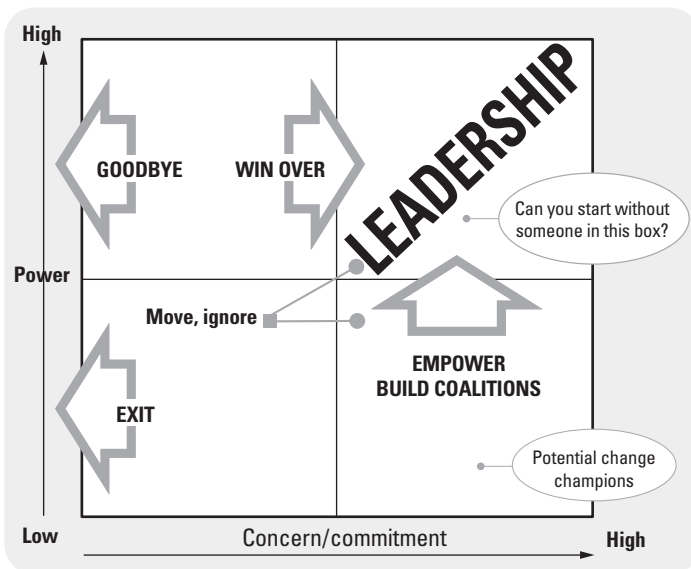


FIGURE 26: STAKEHOLDER ANALYSIS – KEY STRATEGIES

Managing organization change – a checklist of key questions to address



Introduction

The following is a detailed checklist of the key issues and considerations that have to be addressed in any significant change project. Consider using the checklist as a guide when you are planning complex change. Use it with clients to prompt their thinking on the comprehensive nature of change planning. Challenge them if you find their answers lacking. It's better to address difficult issues at the start of the change process than run into them half way through a project.

What is the nature of the change involved?

1 WHAT IS THE NATURE OF THE CHANGE?

- Why is it necessary?
- What is wrong with the current situation?
- Can the change be justified?

2 COMPARED WITH THE PRESENT SITUATION, WHAT ARE THE ADVANTAGE(S) OF THE CHANGE? FROM WHOSE PERSPECTIVE DO ANY ADVANTAGES EMERGE?

- What are the benefits? For others? For you?
- What other benefits might result from the change?
- Have you considered all the various stakeholders?

3 WHAT ARE THE SHORT/MEDIUM AND LONG-TERM OBJECTIVES YOU WANT TO ACHIEVE?

- Is your success criteria defined in measurable terms?
- Quality: How well?
- Quantity: How much?
- Cost: At what cost?
- Time: How soon?

4 WHEN DO YOU WANT THE CHANGE TO TAKE PLACE? OVER WHAT TIME-SCALES?

- Why over that period of time?
- Do you have any flexibility on the timing?
- Are you certain your not pushing the change too quickly?
- Will your consultations, discussions and communications have been completed in the time allowed?
- Will people be ready for the change when it happens?

5 HAVE YOU CONSIDERED ALL THE DISADVANTAGES RESULTING FROM THE CHANGE?

- What people/stakeholder issues will be involved?
- What may have to be offered to people to drive through the change?
- What contingency planning will be needed?
- How much would it cost if the changes proved unsuccessful?
- What degree of risk is involved compared with the proposed return? Is it acceptable?
- What could happen if people do not co-operate with the changes?

6 WHAT TRAINING WILL BE REQUIRED BEFORE, DURING AND AFTER THE CHANGE?

- Will people accept the need for training?
- What type of training will be necessary?
- Can the training be provided internally, or will external resources be required?
- How much will it all cost?

7 DO YOUR OBJECTIVES REQUIRE REVIEW AS A RESULT OF YOUR ANSWERS TO THE ABOVE QUESTIONS?

- Would a less radical change effort be more appropriate, realistic and acceptable?

Consulting People

8 WHY SHOULD PEOPLE ACCEPT THE PROPOSED CHANGE?

- Have you fully considered the impact of the change from their point of view?
- Have you asked the WIIFM question? ‘What’s in it for me?’

9 HOW HAVE YOU PLANNED TO COMMUNICATE TO EVERYONE THE REASONS FOR THE CHANGE?

- Do you plan to provide a thorough background briefing and deal with peoples’ real questions and concerns?

11 IF YOU ARE ‘SELLING’ CHANGE TO PEOPLE, HOW FAR WILL THE CHANGES REPRESENT A THREAT, BOTH INDIVIDUALLY AND COLLECTIVELY?

- Do you recognise this may be the critical issue in achieving change?
- How do you plan to deal with the issue of perceived threats?

- Have you identified the key opinion formers and worked on securing their commitment to the change?
- What is the best strategy for persuading or convincing them?

12 IS THE ORGANIZATIONAL CLIMATE RIGHT TO FULLY INVOLVE PEOPLE IN PLANNING THE CHANGE?

- Do you accept there is a close relationship between people involvement and commitment?
- Are you prepared to accept criticism of your preferred approach to planning and managing the change?
- Are you genuinely open to acknowledge different suggestions and ideas? Are you prepared to incorporate them if appropriate?
- Are you clear about your own motives in proposing the change?
- What do you want to personally secure from the changes?
- What will others see you as wanting to get from the change?

Introducing Change

13 WHAT EFFECT HAS THE CONSULTATION PROCESS HAD ON YOUR ORIGINAL PLANS AND OBJECTIVES? DO THEY NEED MODIFICATION?

14 ONCE YOU HAVE REACHED AGREEMENT ON INTRODUCING THE CHANGE, HOW DO YOU PLAN TO MANAGE THE IMPLEMENTATION PROCESS?

- What resources will be required? Will these be sufficient?
- What constraints exist? Are they recognised by everyone concerned?

- Are your contingency plans in place? Can they be brought into effect immediately?
- How will progress towards the change objectives be monitored?

15 DOES EVERYONE KNOW THEIR ROLES AND RESPONSIBILITIES IN THE CHANGE PROCESS?

- Does everyone know who will do what, where, when and how?

16 WHAT EXISTING COMMUNICATION PROCESSES CAN BE USED TO ACCELERATE THE CHANGE? WHAT NEW PROCESSES WILL NEED TO BE ESTABLISHED?

- Are individual and group responsibilities clearly understood?
- Do you have a project team in place?
- What is the composition of the team?
- How are you going to operate as a team?
- How frequently will you meet and report?

17 WHEN THE CHANGES ARE IMPLEMENTED, FOR HOW LONG WILL YOU MONITOR THE NEW SITUATION?

- Who will decide on the monitoring process? Is consultation with other interested parties also required?
- How easy would it be for the situation prior to the change to be able to re-assert itself? What can be done to prevent this from happening?

Reviewing the Change

18 HAVE THE CHANGES IMPROVED THE SITUATION?

- How significant have the benefits been? From whose point of view?
- Have you obtained the views of all those involved?
- Have you achieved your change objectives?
- What other un-intended results has the change(s) produced?

19 DID YOU MANAGE THE CHANGE PROCESS IN THE MOST EFFECTIVE WAY?

- What have you learned about planning, implementing and monitoring change for the next time?
- What have you learnt about yourself and others?

20 WAS THERE APPROPRIATE EMPHASIS ON PEOPLE PROCESSES AS WELL AS THE TASK AND TECHNICAL ISSUES?

- Were all the consequences of the change seen?

The critical questions to ask in change scenarios

- 1 What is to be changed?
- 2 Why does it need to be changed?
- 3 What exactly will be different in the future?
- 4 When should the change occur?
- 5 How fast does the change need to be implemented?
- 6 Will the proposed change really work?
- 7 Who is supporting the change?
- 8 Who is against the change?
- 9 What kind of support can you expect?
- 10 How will you deal with people against the change?
- 11 How will the change be communicated?
- 12 Will everyone understand the need for the change?
- 13 Is your timing for the change sufficient?
- 14 Will the change involved continue to be perceived as beneficial?
- 15 How will you monitor the change process?
- 16 Will the final outcome be worth the effort?
- 17 If you were to review the situation again would you still reach the same conclusions?

Copyright of High Performance Consulting Skills is the property of Thorogood Publishing Ltd. and its content may not be copied or emailed to multiple sites or posted to a listserv without the copyright holder's express written permission. However, users may print, download, or email articles for individual use.