



INSIGHTS NO 2 CHANGE MANAGEMENT

By Stephen Dantier

“Gain a detailed understanding of the impacts to the organisational culture, technology, processes and structures.”

The devil is in the detail

On more than one occasion I have worked in an organisation where the CEO or Senior Manager has presided over a major change such as a merger or restructure and the result has been chaos. In their eyes, they did change management to help the process. So what has gone wrong?

It seems to be a little-known concept that **change management happens at different levels**. Yes, there is the leadership or strategic level, hence Kotter’s eight steps are often used as example approaches for that level. When managers and leaders only know change management at this level, the part that gets missed is what I call “on the ground” change management. It’s where “the rubber hits the road”. It’s where you’ll be found out.

The detail is where you will find a major portion of your change management work. It’s where your roles and skills are, carrying out the functions of the organisation. It’s where your technologies support the policies, processes and procedures being applied. It’s where the behaviours of your people reflect your culture on a day to day basis. Ultimately, it’s where your people feel the change impacts. So that’s

why your change management needs to understand the impacts at a detailed level. The success of the change depends on it. You can’t just skim over the surface. **The result could be a glossy exterior with dangerous chaos underneath.** Sound familiar?

So, it’s time to get digging! **Dig deep into the impacts** and you will need some structure to your work. **Otherwise there is potential to miss things that could be important.** Some might be inclined to see this as getting into the minor details. “Can’t we deal with those later”? Well one of those organisations I mentioned where they didn’t do this, after a merger situation they found that for some reason money was not flowing like they thought. In fact, revenue was seriously down. Guess what? The invoicing process hadn’t been addressed properly. Limited analysis was done leading to the invoicing process impact not being understood. That meant no change management was identified and done for people involved in the invoicing processes and invoices didn’t get issued for work done. No one even knew what was happening. All the managers saw was the resulting cashflow drama! That’s why the devil is in the detail.

CHANGE MANAGEMENT MANIFESTO 6 KEY TIPS FOR SUCCESS

1. Newton’s Law of Motion

Every object in a state of uniform motion tends to remain in that state of motion unless an external force is applied to it.

2. The devil is in the detail

Gain a detailed understanding of the impacts to the organisational culture, technology, processes and structures.

3. Get your A-Team together

Put together a team of influential change agents who can spread the word amongst the people. They are your leadership team and will need to be trusted.

4. We don’t like change when done to us. We like it when done by us.

Involve people in the process as much as possible.

5. Build a path to follow and don’t forget to shut the gate behind

Determine what help people will need to transition from old to new and give it to them - properly. Then remove the old way.

6. Learning to walk

When people are transitioning from entrenched ways, understand it takes time to learn to walk again.



Let's consider each in a little more depth by examining key insights:

Culture

- Are there cultural impacts? If so, what different behaviours are required in the new state?
- Do you need people to think differently? Value different things?
- What's the current culture like in relation to where you need to be?
- Consider different cultures already within the organisation.

Technology

- Are there technology changes required?
- What are the specific impacts to current systems?
- What are the requirements for any new systems?
- What does this mean for both users and suppliers?

Policies & Processes

- Are there changes to policies and processes required for this change to happen?
- What policies specifically and what changes will be required?
- Remember that processes and procedures reflect policy so what is the flow on effect? Are there other specific process changes desired or required to effect the change? Importantly, involve the people who do the work – if you want buy-in.

Structure and Roles

- Are there structural changes required for this change (both physical and organisational)?
- How are roles and responsibilities affected?
- Are there new skills to be learned?
- Are there HR policies impacted?

There you have it. These are four key elements of your organisational system that must be examined to understand the change and how it will affect the organisation. You will take this further when you view it from the stakeholder perspective. You can break down the four areas into further, more specific parts if desired. The important thing is it gives you structure to guide you to the detail. Start off at high level by all means, but eventually you'll need to get your hands dirty. The devil is in the detail!

So, what's the structured approach?

Essentially you are examining the elements of your organisation for the impacts of the intended change - thoroughly. Any standard organisational model will do as a guide. This activity will give you the current state to future state gap.

I like to break it down to these four elements:



They will lead you into the crevices of your organisational system.

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