

# MANAGING CHANGE

## Competency Development Guide

### Change Management Defined:

Change management is a method for reducing and managing resistance to change when implementing process, technology or organizational change. Change management is how we drive the adoption and usage we need to realize business results. It must be addressed from the perspective of an organization and on the individual level. SOURCE: [Change-Management.com](http://Change-Management.com)

**Shifting markets. Global competition. Emerging technologies. New products. Demographic shift.** These are just a few of the reasons why companies must institute changes in order to stay **viable and competitive** in today's marketplace. Yet no matter how essential the change may be to a company's survival, no matter how good it seems on paper, no change will succeed if it does not consider the human dynamic of change in the workplace. To successfully implement changes, companies must incorporate change management strategies that are designed to work with their employees.

Where do you want to go?

Why do you want to make the change?

What are the gaps between where you are and where you want to go?

Explain to employees.



Managing change is important within all organizations however it is somewhat of a broad term. It is important to determine what it specifically means within your organization before moving forward. To do so, one must define some specific objectives by asking the following questions:

#### **Are senior level executives involved and engaged with this change?**

If the answer is no, you could be facing some challenging times ahead. If senior level leaders are not involved or engaged with this change, employees will notice immediately. Not to mention, active and visible executive sponsorship has been noted as a top contributor to organizational success.

#### **How will we gain buy-in from those who are directly or indirectly affected by the upcoming change?**

Make sure not only to focus on those who will be directly affected, but indirectly affected as well.

#### **Are the right people involved with this change process? Do they possess the necessary skills to successfully implement this change?**

#### **What will this look like to employees and how will it impact them?**

#### **How will we communicate this change and ensure all individuals impacted receive this communication?**

#### **How will we make sure everyone is fully trained and has the help they need?**



# 2X

MORE SUCCESSFUL

When your organization is good at change, twice as many of your strategic initiatives are successful.

SOURCE: Pulse of the Profession, In-Depth Report: Enabling Organizational Change Through Strategic Initiatives

**COMMITMENT FROM SENIOR LEADERSHIP**

**EMPOWERMENT OF TEAMS RESPONSIBLE FOR EXECUTING THE CHANGE**

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### Supporting Behaviors

**Giving feedback.** Create a forum or use your intranet to keep everyone aware of your progress, and report the achievement of important milestones. Post a "Frequently Asked Questions" column and make sure it's updated to reflect new developments.

**Self-awareness.** People who understand their own strengths and weaknesses, seek feedback and understand that criticism can be helpful are people who are usually driven by a desire to improve themselves. When we are blind to the truth about our own ability, it's nearly impossible to learn new things and manage change.

**Communicating goals clearly.** Great communication begins with the clear articulation of purpose and benefit. How will the quality of the working environment improve as a consequence of the proposed change? Is the view worth the climb? Are the benefits — and potential pain — one-sided, or will they be experienced by most of the affected parties?

**Negotiating.** Strong negotiation skills can ensure that both sides perceive the change as fair.

### Development Activities and Suggestions

#### Provide the why:

If you want people to accept change, you can not spend enough time explaining the why...the reasons for the change. You can drive change through the minds and hearts of people, not through orders. The purpose of the change is extremely important.

#### Build sponsorship within each level of the organization:

While executive level sponsorship is very important, don't forget to find a sponsor within each level including mid-level managers and individual contributor employees. This ensures communication is making its way throughout the entire organization and allows for feedback from all departments.

#### Be a role model showing personal commitment for the change:

Making this commitment may mean refocusing your attention and setting aside projects within your current role. It is critical for others to see your commitment to this change and to focus on what is best for the entire organization, even if it doesn't optimize results for your own department.

#### Anticipate risk:

Be proactive, not reactive. Plan for problems or challenges as they will most likely occur however addressing them head on will minimize the possibility of the project going off track.

### SUPPORTING BEHAVIOR STATEMENTS

To identify competency skill gaps consider outlining key supporting behaviors that are important in your organization. You can assign a basic Likert scale to each behavior statement (examples outlined below) and have the employee and the employee's manager rate proficiency.

#### INTERPERSONAL AWARENESS:

Asks questions to clarify others' concerns and feelings.  
Listens attentively to peoples' ideas and concerns.

#### RELATIONSHIP BUILDING:

Initiates and participates in casual conversation.  
Develops rapport with a variety of people.

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### Development Activities and Suggestions

**Don't forget the need for behavioral change - Apply the ABCs:**

#### **Antecedents**

What you do in order to communicate what the expected behaviors are throughout this change (training, expectations, communicating to people, etc).

#### **Behavior**

Clearly define what behaviors are expected with this upcoming change.

#### **Consequences**

Making sure everyone is clear what will happen if they don't follow through on the new behaviors...celebrate positive behavior change but also be sure to follow-up on those who do not change their behavior and make sure they know it is unacceptable.

### Recommended Resources from the BizLibrary Collection

Why is It so Hard to Change

Organizational Change: Understanding Resistance

Change Survival Toolkit: Coping with Change

Leading Teams Through Change

To watch these courses and more within the BizLibrary collection, [request a demo today!](#)

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## SUPPORTING BEHAVIOR STATEMENTS

#### **PEOPLE AGILITY:**

Builds cooperation between departments and work groups.

Develops rapport with a variety of people.

Deals effectively with all races, nationalities, cultures, disabilities, ages, sexes, and life perspectives.

#### **ADAPTABILITY:**

Accurately accesses the potential barriers and resources for change initiatives.

Envisions and articulates the intended result of the change process.

Promptly switches strategies or tactics if the current ones are not working.

#### **RESULTS ORIENTED:**

Seeks and gives performance feedback to others.

Pays attention to quality and quantity of performance.

