



*Critical Role Of Leadership In
Enabling Successful Change
Management Initiative*

By



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INTRODUCTION

Effective change management is critical for implementation of technology and business process reengineering. Without appropriate change management processes, enterprises may not be able to adapt to the new systems and to capitalize on performance gains. The Standish Group and Gartner, organizations that track Information Technology (IT) and other project implementations globally, have clearly stated that a significant contributor to information systems (IS)/information technology (IT)/information management (IM) project failures is overlooking the need to address employee adoption and resistance jointly. Whether or not a project is successful has much to do with whether or not employees adopt the inevitable changes that are advocated. And such adoption is a function of how much resistance users may have to the changes in work. The degree to which employees are expected to comply with the wishes of management and remain uninvolved affects the magnitude of employee resistance. Thus, resistance can be influenced by the presence or absence of involvement in decision-making. These are issues that are always explicitly handled by effective organizational change management (OCM)

If you're not willing to embrace change you're not ready to lead. Put simply, some people want to create complexity around the topic of leading change, the reality is creating; managing and leading change is really quite simple. Few organizations have begun to integrate organization change and project management with change management. They have begun to appreciate that the phrase *"changes management"* to mean *"a way to get the organization to do what I want it to do."* is not true.

WHAT DRIVES CHANGE?

The business environment has become increasingly complex and the marketplace has changed from local setting to a global one. Constant pressure is applied on the management to improve competitiveness by lowering operating cost and improving logistic. Organizations therefore have to continuously realign their operations to meet all these challenges by being responsive to the customer and competitors.

Some of the drivers of change:

- Mergers & acquisitions
- Innovation
- Technology
- Restructuring/re-organizing
- Declining sales and/or market share
- Globalization, expansion and growth
- Sense of urgency

It's important to consider the three organizational elements that both drive and are affected by change:



- **Processes** – Business processes, including maps, policies and procedures, and business rules, which are redesigned or realigned for new customers, or provide improved service to existing customers.
- **Technology** – Driven by process, technology ensures greater organizational efficiency in implementing change.
- **People** – Those responsible for developing and implementing new processes, and specifying and using new technology

But it's also important to approach change correctly from the beginning. You need to sell the reason for the change. And to do that effectively, you must create an emotional motivation to buy into it. Remember that a response to change is not just cognitive it's *emotional*

Emotional response either creates acceptance or resistance People don't hate change; they hate the promise of change unfulfilled." The promise of change for the better goes unfulfilled because the vision never migrates from the head of the leader to the hands of the employees. The true spirit of change management is enabling all employees to express and apply their knowledge in a way that benefits each of them and the organization. If you really want to create a better tomorrow, you have to engage the heads and capture the hearts of your people before the hands of the organization can be mobilized. So how do we move from crisis to control?

For change to be successful, the key stakeholders must model the way. The senior leadership team must visibly embrace the new approaches to motivate and challenge the rest of the organization. Change is aborted when leaders do not demonstrate the same commitment they expect from others. Equally important is the need for the change efforts to include plans for involving leaders throughout the company in order to create a sense of ownership. Pushing responsibility for design and implementation down so that change "cascades" through the organization helps to ensure that all concerned feel they have a stake in the plan's success

FROM CRISIS TO CONTROL

Change process goes through a series of phases that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces satisfactory results. Making critical mistakes in any of the phases can have a devastating impact, slowing momentum and negating hard-won gains.

CEOs report that up to 75% of their organizational change efforts do not yield the promised results. These change efforts fail to produce what had been hoped for and yet always produce a stream of unintended and unhelpful consequences.



Employees aren't really resisting the change, but rather they may be resisting the loss of status, pay, or comfort. Resistance to surface due to six primary reasons

1. the nature of the change is not made clear to the people who are going to be influenced by the change,
2. the change is open to a wide variety of interpretations,
3. those influenced feel strong forces deterring them from changing,
4. the people influenced by the change have pressure put on them to make it instead of having a say in the nature or direction of the change,
5. the change is made on personal grounds, and
6. change ignores the already established institutions in the group

Things Management does that create a crisis

1. Not engaging all employees
2. Managing change only at the executive level
3. Telling people they have to change, we're in a crisis
4. Sending staff on a change program and expecting change to occur
5. Not honoring the past
6. Not giving time for staff to vent first and then

Most change management plans are a weak, tasteless broth of communication meetings, logos, Lucite paperweights, T-shirts and employee idea programs. Most leaders fail to develop clear strategies around re-design, restructuring, new efficiencies, and so on, and more often than not, they end up fighting fires and crises as Employees don't want to change. They don't believe in the change. They often feel demoralized by such initiatives.



CHANGE IS A PROCESS

Change is not an announcement or an event but a process. As Machiavelli pointed out, it is difficult for people to put their faith in something that they have not experienced. Managing organizational change is difficult due to the fact that it is an ongoing process the main component of effective change management is creating an initiative that is sustainable hypothetically, by focusing a change management initiative in accordance to the ranking of factors an organization should improve their chances for success. However successful organizational change is a paradox where, "organizational changes are expected to lead to performance benefits for a unit as well as for the firm as a whole, but benefits occur only for the unit Employees who are engaged during a change management initiative are likely to have increased "buy-in" and better performance. Considerable research concerning change management strategies lists employee engagement as a primary function for successfully implementing a change management initiative. The key functions associated with successful change management also share a strong relationship with employee engagement.

Communication is most common of these functions followed by collaboration, information flow, trust, and effective problem solving. If an organization is proficient in the functions required for successful change management, they are proficient in functions strongly associated with employee engagement.

Contrary to the statements of much change management consultants there are no 'silver bullet' strategies that apply to all firms. Research has determined that there are different types of change, so as an organization begins the process of developing a change management strategy it is important that they adjust accordingly. Organizational commitment is a closely related concept to employee engagement Successful change management strategies seem to be customized according to the unique qualities and competitive environment of an organization and may incorporate different components of other successful strategies. Finally, the largest barrier to employee engagement during change seems to be an organizational culture lacking experience with or support for the primary functions required for engagement and change management.

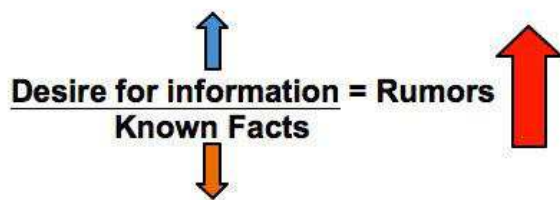
The term "change management plan" means different things to different people. Technology professionals are likely to view it as a formal process for tracking and documenting changes to systems and code. Human Resource professionals may argue that it is an intangible process that deals with how organizations view opportunities associated with change. At an organizational level, a change management plan means defining and implementing the best strategic and tactical plans to deal with changes in the business environment and to profit from those opportunities. Depending on the situation, any one of these answers can be correct; however, for the purpose of this article, we will focus on managing organizational change.

Change can be threatening to individuals and organizations. Yet successful adaptation to change is crucial to the success of any organization. It is common for leadership teams to focus their attention on creating the best strategic and tactical plans, failing to consider the human side of change management. Failing to address the human side of change can be costly

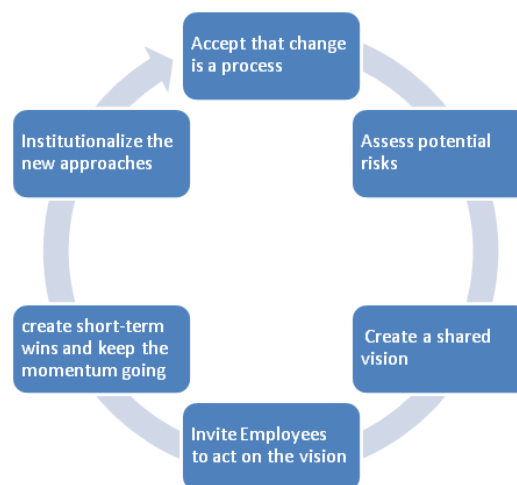


COMMUNICATING EFFECTIVELY DURING CHANGE: WIIFM

What's in it for me (WIIFM) seems to show up in many places when we are talking about organizational change. Regardless of the situation, when change occurs our natural tendency is to translate this into a WIIFM context. This is what you are listening for. How does this change affect me, my pay, my family, my free time, etc.? Whether that WIIFM is good or bad, it creates a vested interest. When people have a vested interest, they will want information. The greater the impact on WIIFM, the greater the amount of chatter on the grapevine. Many organizations are stunned at how breaking news hits the grapevine at breakneck speed.



CHANGE MANAGEMENT LIFE CYCLE





Accept That Change Is A Process

First, recognize that change is a process and engage everyone in the change to move from crisis to control, when companies strive to restructure or gain greater efficiency moving too quickly or failing to carefully implement changes can be detrimental

Assess Potential Risks

Organization need to assess potential risks and stir up a sense of urgency among workers and stakeholders in order to spur change within the firm. This sense of urgency has to be strong enough and perpetuated by outside actors in order to propel change forward.

Create A Shared Vision

Once change is identified The group then coalesces to create a shared vision for corporate change. A clear vision should be communicated in not only words and speeches, but also actions of managers, supervisors, and executives.

Invite Employees To Act On The Vision

Nothing is more frustrating than believing in the change but then not having the time, money, help or support needed to affect it. Allocate budget money to the new initiative and free up key people from existing responsibilities so they can concentrate on the new effort. Allow people to start living the new ways and make changes in their areas of involvement

Create Short Term Wins

Real transformation takes time therefore; the loss of momentum and the onset of disappointment are real factors. Actively plan to achieve short-term gains which people will be able to see and celebrate. The transformation of a company should also include short-term goals that can be tracked to show executives and workers that progress is being made toward the ultimate vision and that the long journey will be worth it,

Institutionalize The New Approach

Use the feeling of victory as the motivation to move people committed to the new ways into key roles. Show people how the new approaches, behaviors and attitudes have helped improve the organization and when the next generation of leaders believe in and embody the new ways. At the end of the day, change sticks when it seeps into the bloodstream of the corporate body