

Factsheet

Planning for Change: Top 10 Things Change Managers Should Know and Do

Managing change is a function of two factors: readiness and capability. Readiness is about whether there is adequate motivation and incentive for and benefit in the changes and capability is about whether there are enough supports, enablers, and skills to enact them.

Readiness

No.	Action	Explanation
1	Analyze the organisation and its need for change.	Understand your organisations strengths and weaknesses, its customers and competitors, its structures, systems, how it operates in its environment, problems and opportunities. Out of this analysis, then, will emerge a clear understanding of the reasons for change.
2	Create a shared vision and common direction.	Having identified some share reasons for changing, the next question is, where to exactly? There needs to be some agreement on the desire future state.
3	Separate from the past.	An organisation needs to unfreeze its attitudes, structures and systems so that they can be reconfigured. Help employees understand the continuing need for change.
4	Create a sense of urgency.	Managers need to become masters at creating a sense of urgency and communicate information to employees.

Capabilities

No.	Action	Explanation
5	Develop a strong leader role.	Change efforts need a guiding force. Be a role model and communicate why new behaviour is needed; endorse and support new activities. Utilise change leaders at all levels of the organisation.
6	Line up political sponsorship.	How easily an organisation accepts change can depend heavily on both how it is presented and on who supports it.
7	Craft an implementation plan.	Develop a concise, clearly written implementation plan for the change and distribute it to gain support.
8	Develop enabling structures and reinforcements.	An organisation that is serious about change will use a number of enabling structures to accelerate and reinforce change eg weekly team meetings; training.
9	Communicate, involve people, and be honest.	Involvement can take a broad variety of forms and can help employees to understand the change. Honesty is a critical part of involvement and good communication is essential.
10	Monitor, refine, and institutionalize change.	All change requires careful monitoring of progress. Midpoint calibrations are essential to get to the finish line.

Reference: Cohen Allan R, (1995), *The Portable MBA in Management*, John Wiley & Sons, Inc.