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# CHANGE MANAGEMENT

## How-to-guide

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How to manage Change  
in your Organization successfully



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# HRM TOOLSHOP



Organization  
& Change

- This Guide is part of the CHANGING ORGANIZATION MANAGEMENT TOOLKIT which helps you to build your own Organization Strategy & Plans

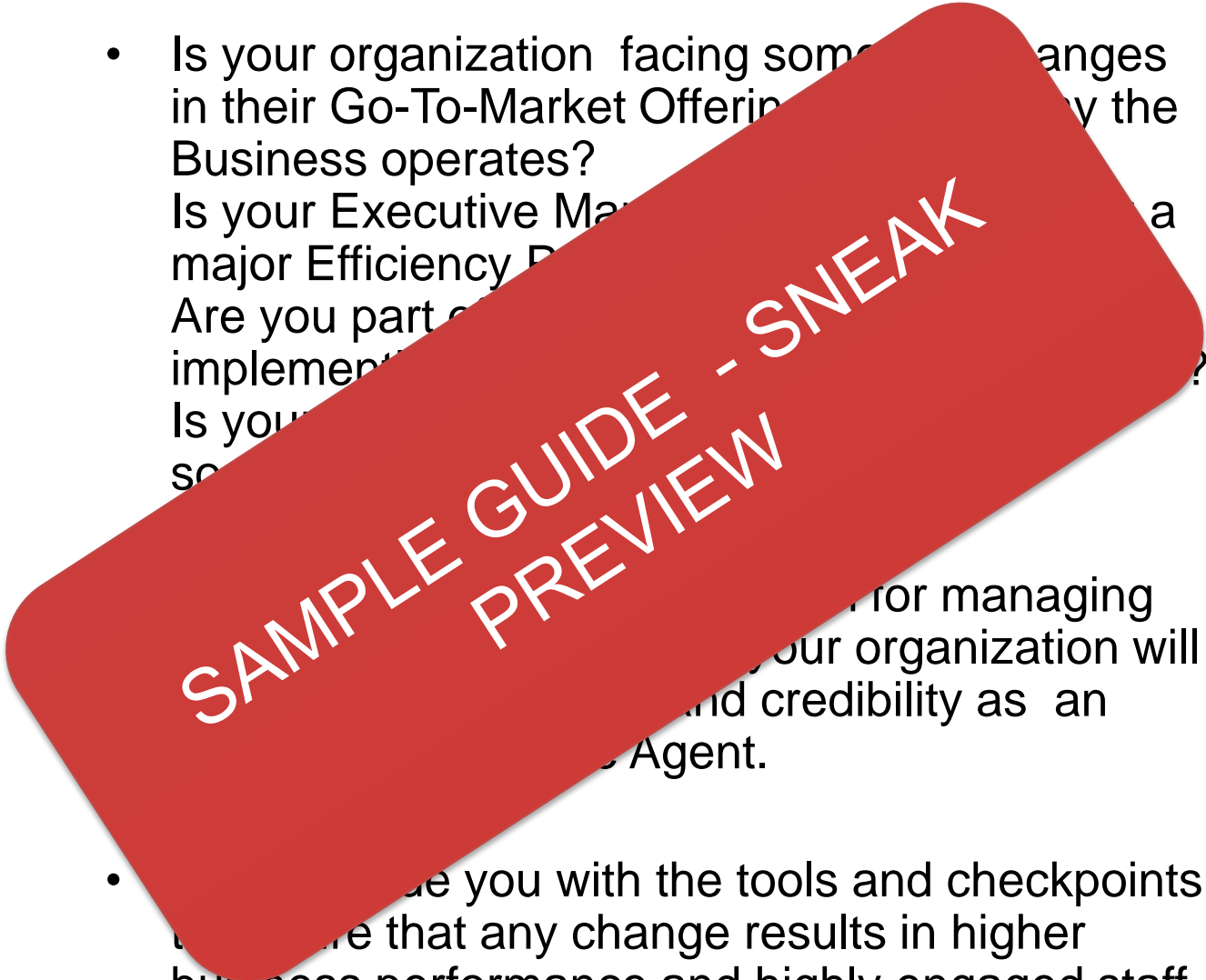
- In the Organization Management category, the HRM Toolkit includes:

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## About this Guide

- Is your organization facing some changes in their Go-To-Market Offering by the Business operates?  
Is your Executive Management a major Efficiency Driver?  
Are you part of a team implementing a new strategy?  
Is your organization a Service Agent?  
Are you looking for managing your organization will and credibility as an Agent.
- Provide you with the tools and checkpoints to ensure that any change results in higher business performance and highly engaged staff.



## Inside this Guide

- The Theory : Introducing the Competency Model:  
What is Change Management
- The Practice : A road map to success:  
How to build your Change Management Strategy & Plan
- The Tools : A collection of tools to support your change management efforts

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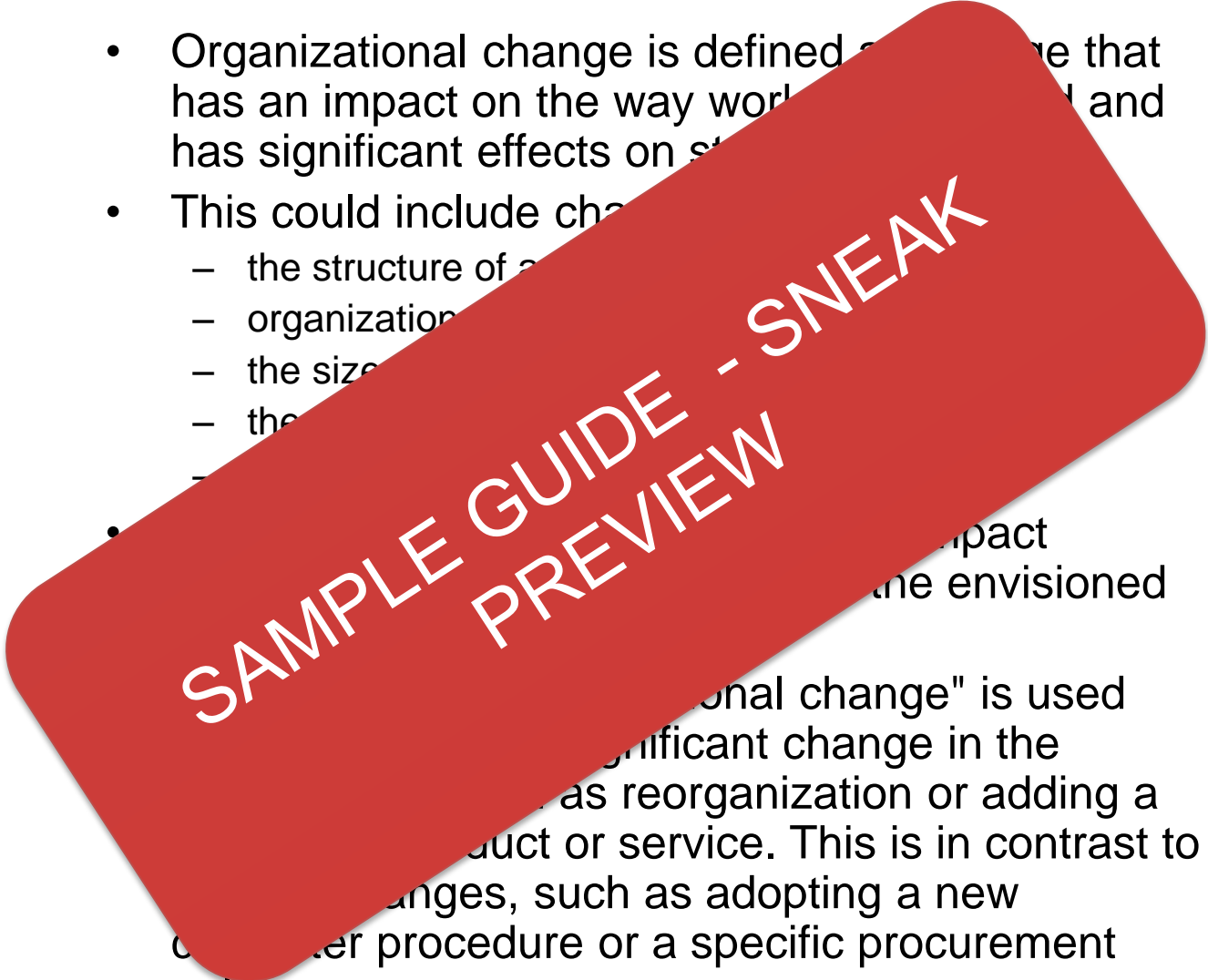


The Theory : introducing concepts & models

# **What is Change management?**

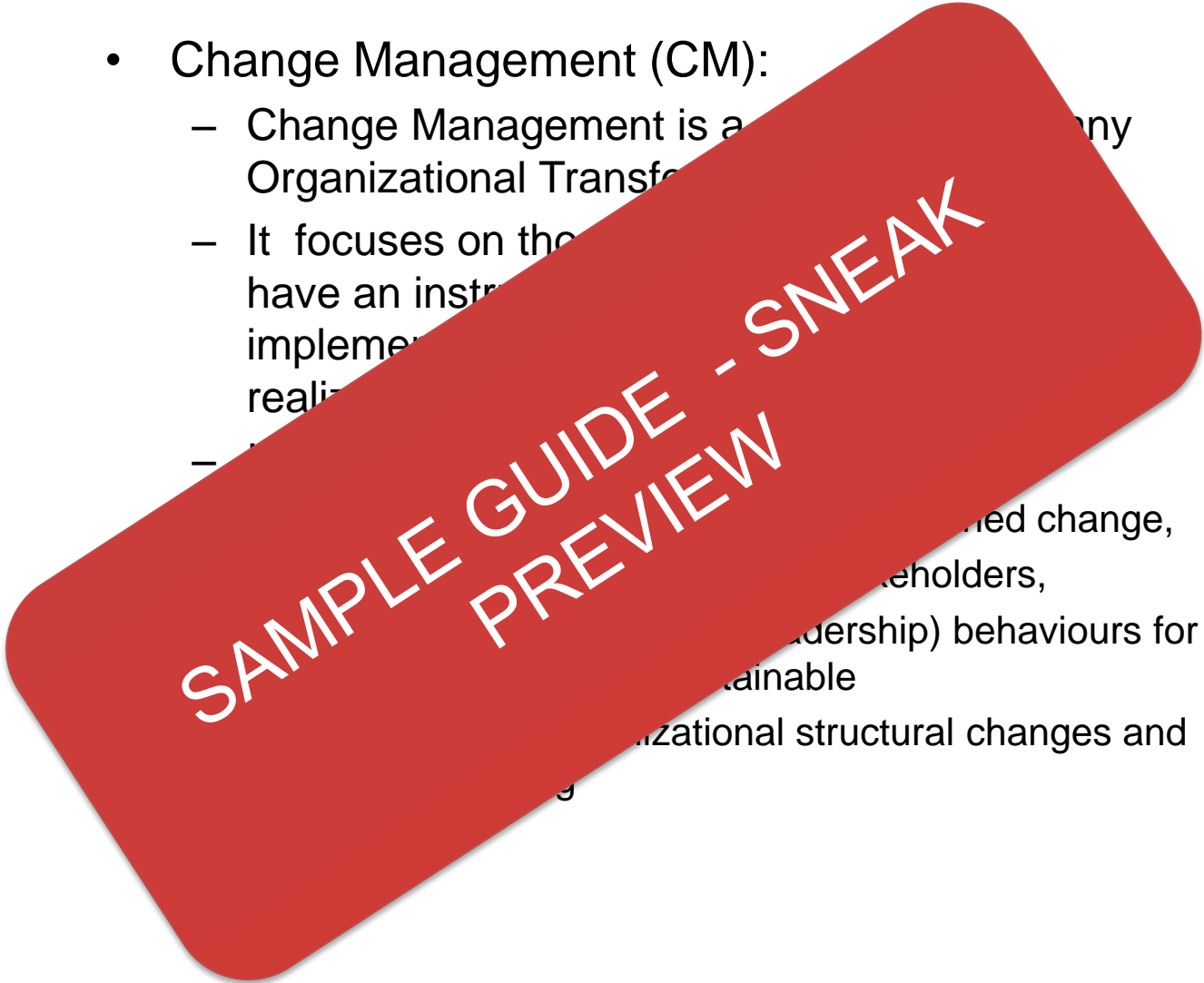
# What is change?

- Organizational change is defined as a change that has an impact on the way work is done and has significant effects on structure and processes.
- This could include changes such as:
  - the structure of an organization
  - organizational culture
  - the size of an organization
  - the number of employees
  - the location of an organization
- Organizational change is used to describe a significant change in the structure of an organization, such as reorganization or adding a new product or service. This is in contrast to process changes, such as adopting a new computer procedure or a specific procurement policy.



## Some Definitions

- Change Management (CM):
    - Change Management is a discipline that manages any Organizational Transformation
    - It focuses on the people side of change, to ensure they have an instrument to manage the change, to implement and realize the change
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- ...ed change,  
...holders,  
(leadership) behaviours for  
...ainable  
...izational structural changes and





## Books & articles

- "Leading Change".  
*By John P. Kotter, Harvard Business School Press, 1996*
- "Living the 7 Habits".  
*By Stephen Covey*
- "Beyond the 7 Habits: The 7 Habits of Highly Effective Leaders".  
*(2001) - San Francisco*
- "The 7 Habits of Highly Effective Leaders: Change Leadership --  
What's Next?"  
*(July 12, 2011). Forbes*
- "The Real Story of the Burning Platform".  
*By Conner, Daryl (August 15, 2012).*

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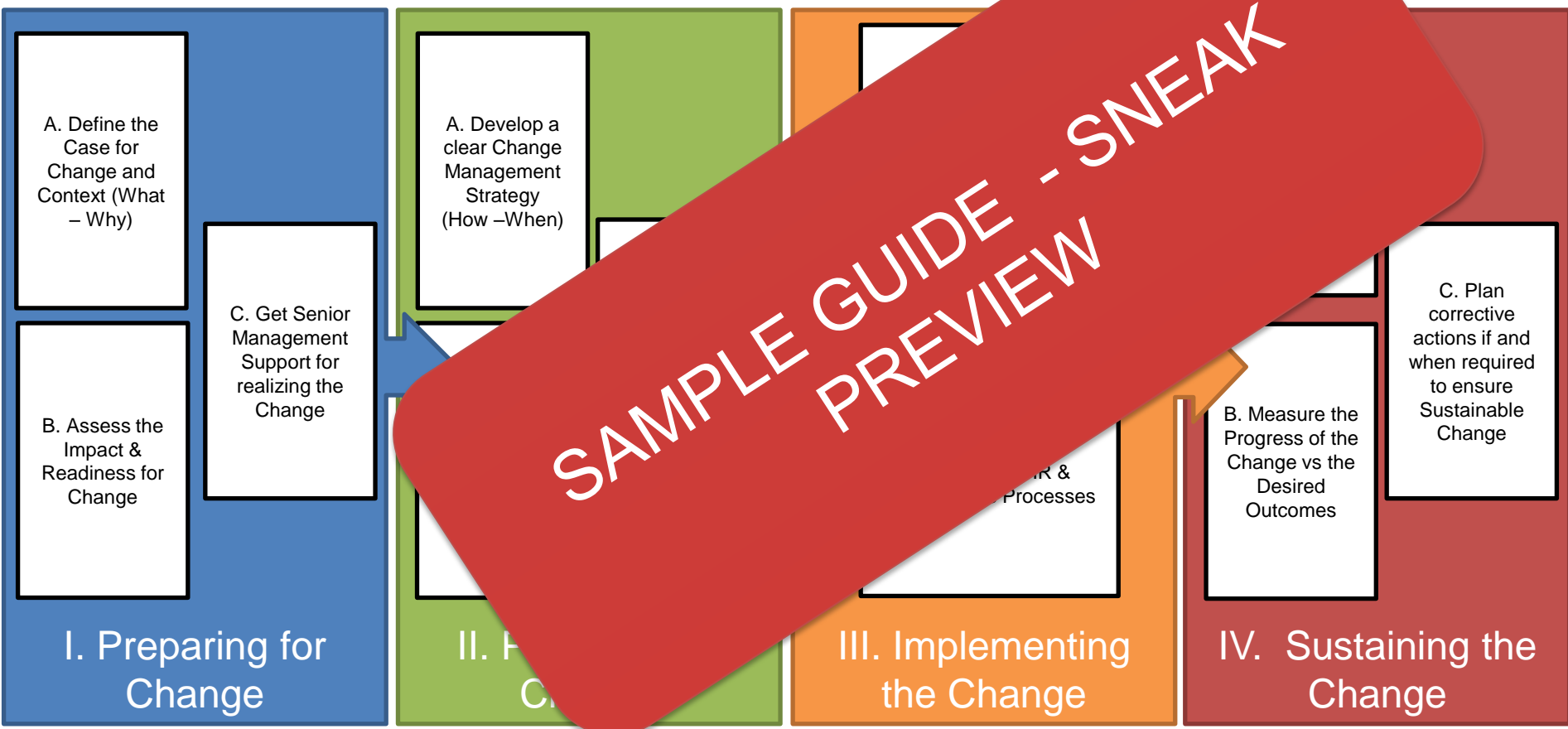


The Practice : A roadmap for managing Change

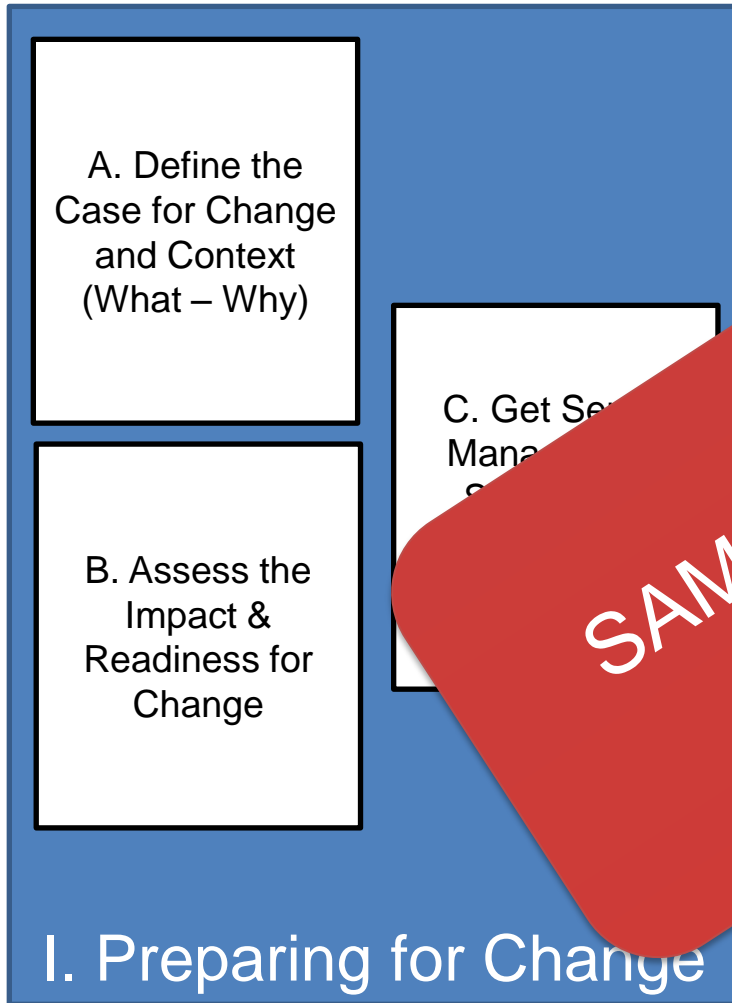
# **How to build your change management strategy & plans?**

# Roadmap Overview

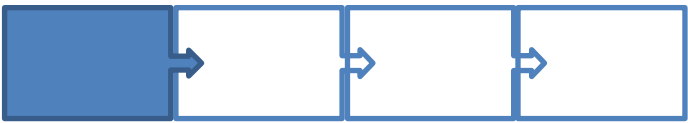
## Steps for building your change management Strategy & plans



# Step I – preparing for change

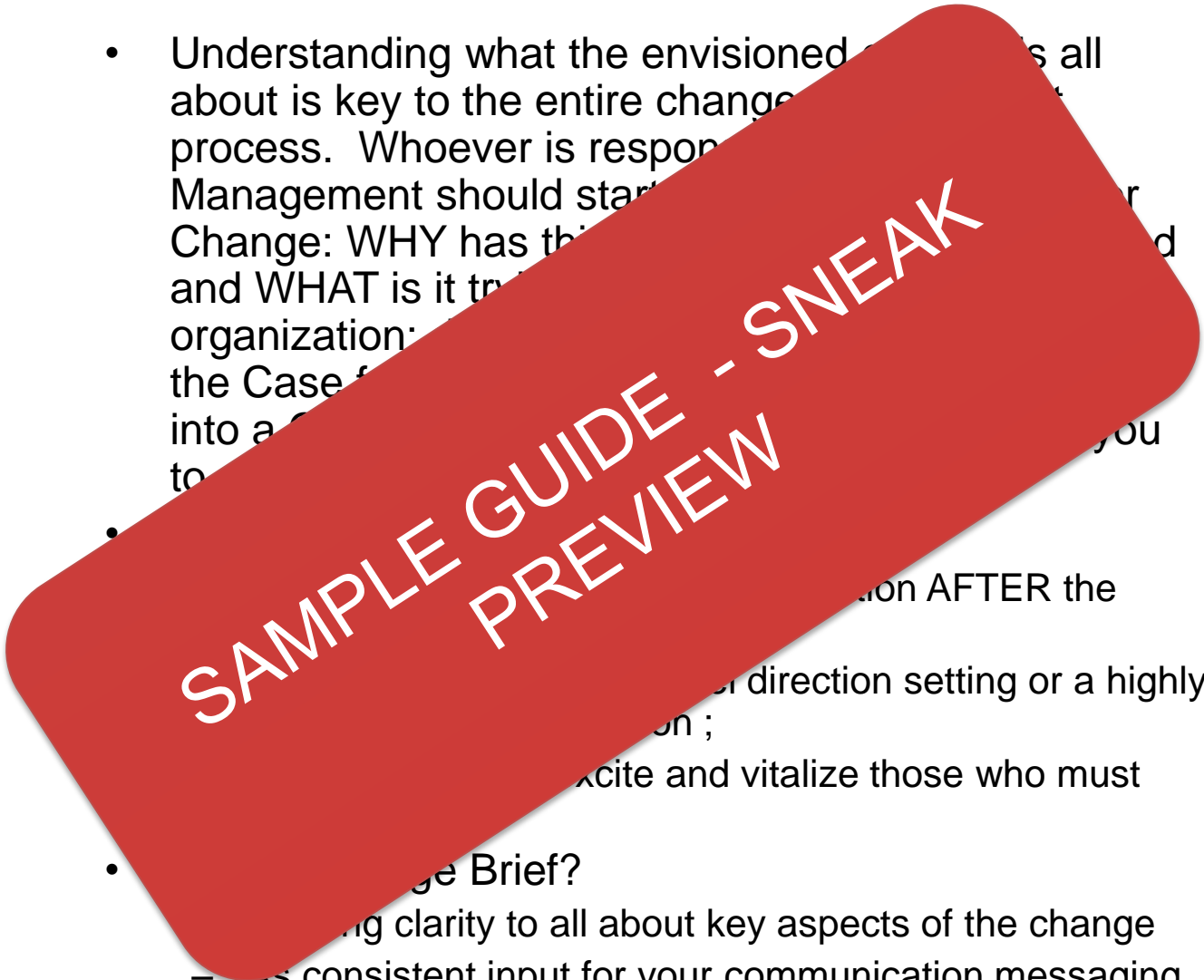


- Objective
  - To ensure that the change is supported on all levels of the organization.
  - To ensure that the change is supported by all Strategic Key Leaders who will help drive the change.
- Key HR Competencies to have:
  - Business Understanding
  - Conceptual Thinking
  - Influencing
  - Facilitating & Consulting



## A. Define the case for change & context

- Understanding what the envisioned change is all about is key to the entire change process. Whoever is responsible for the change, Management should start with the following questions: WHY has this change occurred and WHAT is it trying to achieve for the organization? The Case for Change should be broken into a clear, concise, and compelling story to you to...
- ... AFTER the direction setting or a highly... ;
- ... excite and vitalize those who must...
- ... Change Brief?
  - ... clarity to all about key aspects of the change
  - ... consistent input for your communication messaging



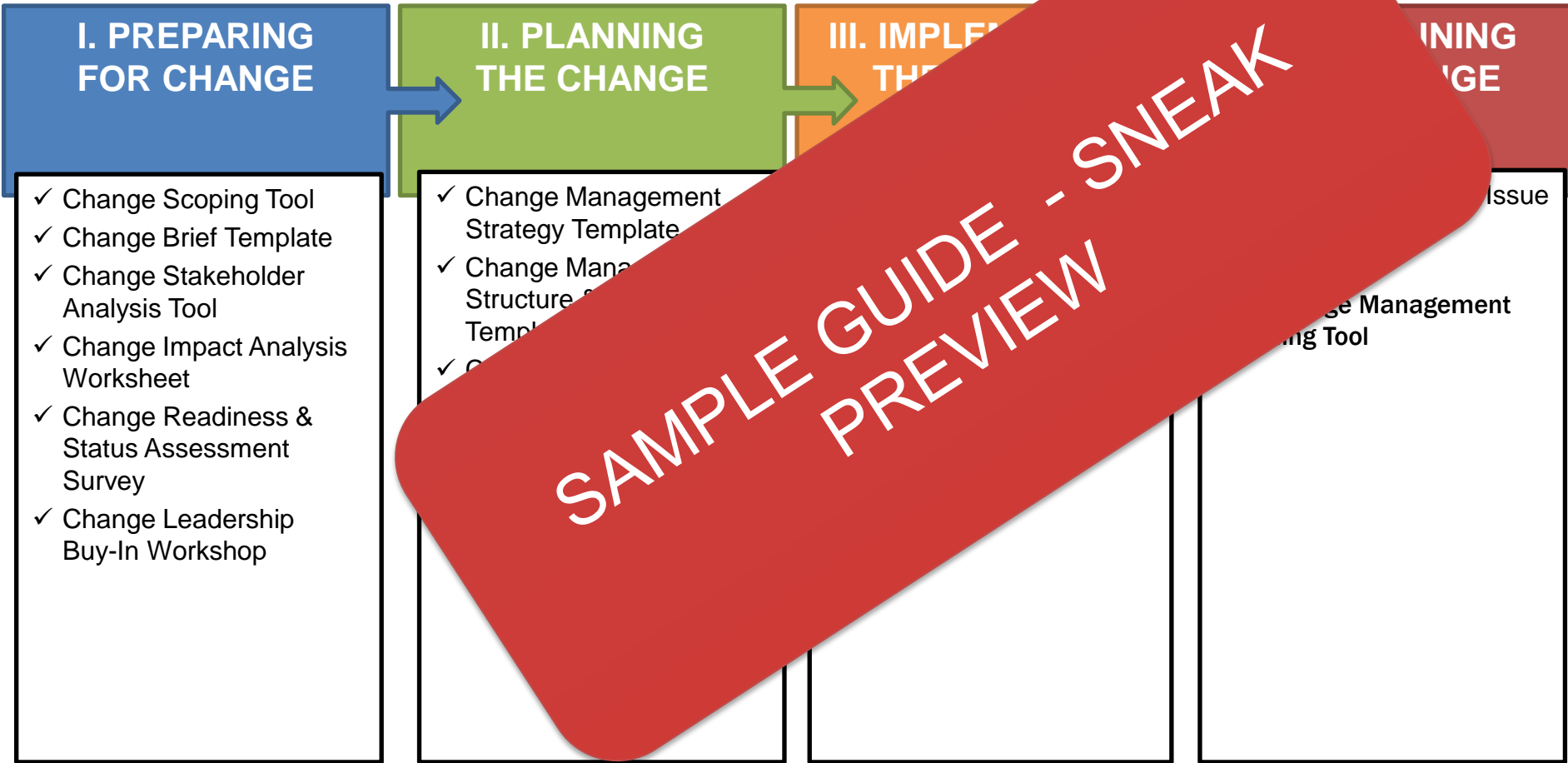
# Want to learn more?

- When you purchase the entire toolkit:
  - you can discover the step-by-step approach at your own pace
  - explore and customize all related tools and templates!

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# Change management – tools Overview

*Available tools per step in the process*



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The Experience : Sharing Lessons Learned

# **Critical Success Factors & Potential Pitfalls**



## Critical Success Factors

- Getting real awareness and buy-in (need to change at ALL levels)
- Clear articulation and communication of change vision
- Developing a change management plan
- Providing training and support (approach)
- Ensuring communication (ensuring it can be done)
- Ensuring leadership involvement and sponsorship / Sponsorship
- Ensuring incentives & win / win incentives
- Ensuring programme fit with the existing culture

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- HR Organization Toolkit: €100
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