

CHANGE MANAGEMENT – LESSONS LEARNED

Change Management and Resistance

Anticipating and understanding resistance to ideas can make the difference between a truly outstanding project and mediocrity.

Why must organizations change?

Today's dynamic business reality forces organizations to continuously search for ways to improve and remain competitive in the marketplace. Being able to anticipate the 'traps along the way' and develop support for changes and improvements are the keys to continuous improvement, and an area of critical focus for any Trident consulting engagement.

How to Categorize Change

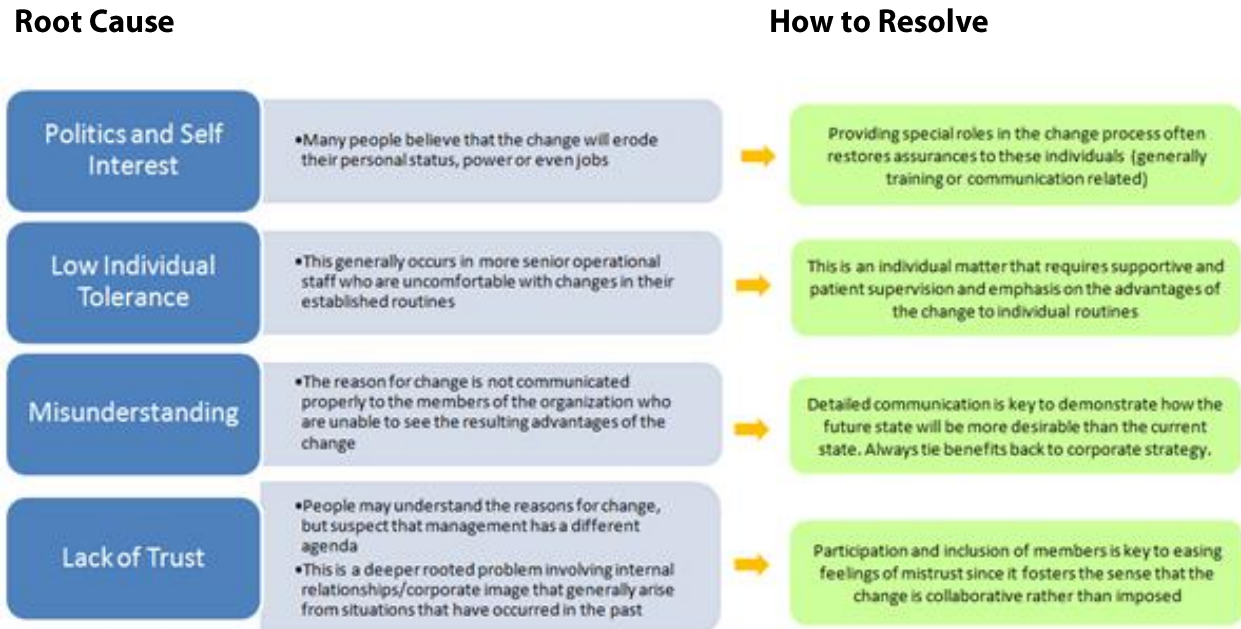
1. Goals and strategies – it is important to review corporate goals and strategies to ensure that they align with the internal and external business environments. There is a distinction between long term and short term corporate visions, but these should converge
2. Technology – the rapid developments and innovations in technology has provided many opportunities to improve business processes. It is essential to be aware of what is available and adopt tools that could further increase business performance
3. Structure – to improve effectiveness of the organization many components of the structure can be modified including: control, tallness, centralization, and organization. New business units are often created to deal with upcoming trends and demands that did not exist in the past within an organization
4. Processes – opportunities to improve workflow in operations can lead to increased productivity or new processes need to be introduced to handle the changing demands of consumers or government regulations

Knowledge Base Article

5. Culture – the beliefs and values of an organization influence the attitudes and behaviors of its members which in turn have a significant impact on the corporate image and long term effectiveness of the organization
6. People – organizations are often bringing ‘new blood’ to increase the diversity of the talent pool and adding talent to the workforce. Another people change that can occur is offering training and development programs to existing employees to introduce new skills.

Resolving Resistance

People are generally creatures of habit and the degree of resistance will indicate the organizational readiness for change. The fear of repercussions from management leads many individuals to resist in subtle and pervasive ways rather than in an open forum. To manage resistance it is important to identify the root causes:



Assessing Change

As every organization and their component members vary, it is important to evaluate and reflect on change programs that were implemented to prepare for future changes.

Knowledge Base Article

1. Reactions – were there certain individuals or areas that were more/less adaptive?
2. Learning – are certain methodologies more effective than others?
3. Behavior – are there any impacts on attitudes or morale?
4. Outcomes – is there improvement where the change was targeted?

Diligent and ongoing monitoring is important to ensure if a change is successful to prevent regression to baseline conditions. For longer term transitional changes it is encouraged to establish ongoing progress reporting to highlight achieved and future milestones.

Conclusion

After countless projects in all parts of the globe, Trident has ascertained that successful change management requires anticipation and subtle management of resistance. Regardless of the type of change or type of resistance that arises, the fundamental goal is to align individual goals with organizational goals. Reinforcing the value of a successful change and assessing it appropriately will assist in creating higher adoption from members of an organization. Change and resistance usually travel together in any organization's strategic pursuit for continuous improvement. ✨