

# Initiating and Implementing Change, and Making It Stick

## 1. Establish a Sense of Urgency

In order to convince employees that change is necessary, it is necessary to battle complacency. Here are nine sources of complacency to overcome:

- a. No existing crisis
- b. Visible resources that scream “success”
- c. Low overall performance standards
- d. Organizational structures that focus on narrow functional goals
- e. Internal measurement systems that make it easy for people to reach their goals
- f. Kill-the-messenger attitudes
- g. Denial capacity of human nature
- h. Management happy talk

## 2. Create the Change Team

The team needs to be strong in order to drive all the steps of the change process, and it should consist of people who can:

- a. Influence others
- b. Develop and communicate the right Vision of change
- c. Lead change projects
- d. Work towards elimination of obstacles towards change
- e. Create short-term wins
- f. Incorporate change into the culture

## 3. Create a Vision of Change

- a. It clarifies the direction the organization is taking
- b. It motivates people to take action that’s not necessarily in their short-term interests
- c. A good Vision shows people a better future – a lofty but attainable goal
- d. Vision helps coordinate action

A Vision is NOT a:

- a. Narrow financial goal
- b. Notebook describing the “Quality Program”
- c. List of vague positive values

#### **4. Communicate the Change Vision**

- a. Keep it simple
- b. Use metaphors and analogy
- c. Spread the word in different forums
- d. Repeat often
- e. Read by example
- f. Address inconsistencies
- g. Listen and be listened to

#### **5. Empower Employees to Take Action**

Allow employees to take risks and make decisions appropriate to their level.

There are four major barriers to change. Employees may understand the Vision and want to make it a reality, but are boxed in by:

- a. Structure: formal structures make it difficult to act
- b. Skills: a lack of needed skills undermines action
- c. Systems: personnel & information systems make it difficult to act
- d. Supervisors: bosses may discourage actions aimed at implementing the new Vision

#### **6. Generate Short-Term Wins**

- a. Focus on short-term goals
- b. Reward/recognize employees for their contribution to short-term wins
- c. Short-term wins lead to long-term change

#### **7. Support the Ongoing Change Effort**

- a. Reinvigorate the change process with new projects, themes, and change agents
- b. Hire, promote, and develop employees who can implement the change vision
- c. Continue to create healthy interdependencies within the organization

#### **8. Anchor Changes in the Organizational Culture**

- a. Culture is the set of behavioral norms, the way people behave and are expected to behave, the shared values of the team
- b. Ways to anchor change:
  - articulate connections between new behaviors and organizational success
  - develop the means to ensure leadership development and succession