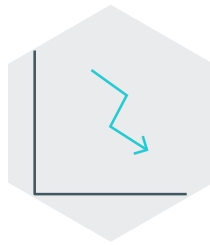# Change Management

You would use this approach when you are seeking to introduce change within your operation. The approach used can be scaled according to the size of the change.

Projected performance gains

Improved

- Morale
- Skills
- Engagement
- Productivity

Reduced

- Miscommunication
- Waste

What investment is needed to understand the concept?

DIFFICULTY

Medium

Any change can be hard, but adopting the principles described here can make it much easier.
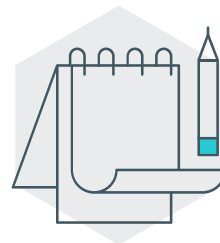
ACTIVITY

Team

It is important to work in teams and individually to fully understand the concept.

EQUIPMENT

None

No equipment is needed.

Explanation of the concept

It is often said that people resist change. This may appear to be true, especially if you are personally committed to the change, believing wholeheartedly that it will benefit everyone. However, people's apparent resistance may reflect other concerns. For example:

• Loss of control and autonomy

• Uncertainty, surprises or additional workload

• The past (which they helped create) is no longer "good enough" – does that reflect on them?

• Capability to do the new things?

The key concept for change management is that by observing a process, these concerns can be addressed better and people will be more likely to engage and come with you.
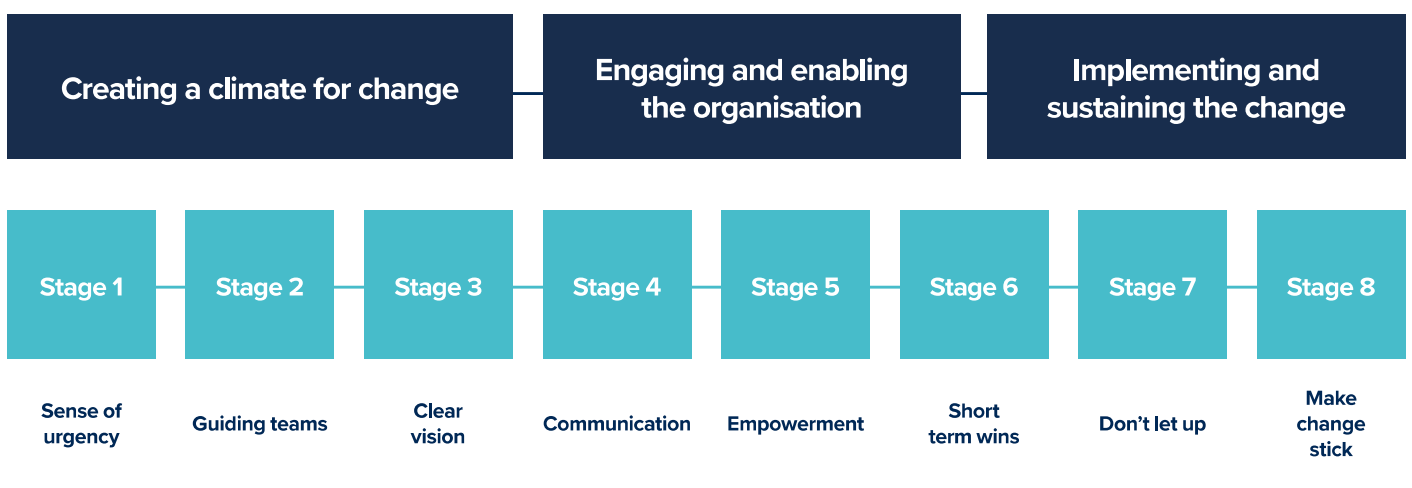
Model of change management

A very simple model of change management asks the key questions:

• Is there sufficient pressure to change?

• Do we have a clear shared vision?

• Do we have the capacity or capability to change?

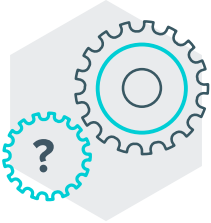• Do we have clearly understood actionable first steps?

These have been developed in the 8 Steps of the well-established Kotter Framework of Change Management. A checklist is included at the end of this factsheet to use before, during and after any change.

Above all, seek to involve people in the change process, to alleviate many of the concerns they may feel. Communicate widely and deeply. Honour the good things from the past. Build capability of people for the new work. Recognise that it is hard work to develop the practices required to sustain.

Creating a climate for change	Engaging and enabling the organisation	Implementing and sustaining the change

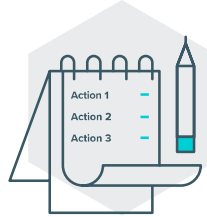| Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7	Stage 8
Sense of urgency	Guiding teams	Clear vision	Communication	Empowerment	Short term wins	Don't let up	Make change stick

What action should I take?

1.

Consider the change you are seeking or needing to make.

2.

Use the checklist to identify where you are strong and have gaps.
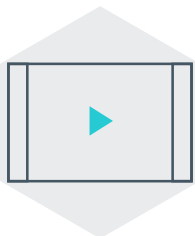
3.

Develop and implement actions for any of the 8 areas where you found gaps.

4.

Return to the checklist periodically to review and learn from the process.

Recommended resources

Dr John Kotter's 'The Heart of Change'
https://www.youtube.com/watch?v=1NKti9MyAAw&t=48s

Further support

Change management: There is a change management checklist at the end of this factsheet to help you with these steps.

For more advice, case studies and additional factsheets visit: **www.businessgrowthhub.com/manufacturing**

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Change Management Checklist

[John P. Kotter Leading Change (1996), Harvard Business Review Press]

NO	CHECK ITEM	DESCRIPTION	SCORE						WHAT GAPS DO YOU NEED TO ADDRESS?
			0	1	2	3	4	5	
1	Sense of Urgency	Urgency not complacency, among relevant and sufficient people							
2	Guilding Team	Credibility, skills, connections, reputation & formal authority, trust, emotional commitment							
3	Clear Vision	Sensible, clear, simple, uplifting Created/ owned by Guiding Team, linked to strategies							
4	Communication	Simple heartfelt message, multichannel "Remarkably, smart people undercommunicate or poorly communicate all the time without recognising their error"							
5	Empowerment	Remove obstacles which prevent people acting on the vision Enable people to make changes (training & systems)							
6	Short Term Wins	Desperately need for momentum (at start and later too!)							
7	Don't Let Up	Build upon efforts; don't do too much too soon, or quit too early							
8	Make Change Stick	Nurture a new culture (norms of behaviour and shared values) Sustain gains (process and results).							
SUB TOTAL									