

# Managing Change

Quick Tips from Capacity for Change

## Why It's Important

- Change is the only constant
- Change creates and offers windows for improvement (or decline), and how an organization acts determines the path
- Managing **change** successfully **is possible**

**PROGRESS**  
*is* IMPOSSIBLE  
WITHOUT CHANGE,  
& those who cannot  
CHANGE THEIR *minds*  
**CANNOT**  
CHANGE *Anything.*<sup>™</sup>  
- George Bernard Shaw

## Change Interventions

1. **Management development:** functions; styles; performance; team-building; conflict management
2. **Organizational learning:** inquiry and dialogue; collaboration; capturing lessons learned
3. **Work systems:** technical processes (reporting, technology, finance, policies)
4. **Organizational structure:** how responsibility and authority are assigned
5. **Organizational culture:** shared norms and practices
6. **Strategic planning:** systematic process of envisioning and mapping steps to a desired future

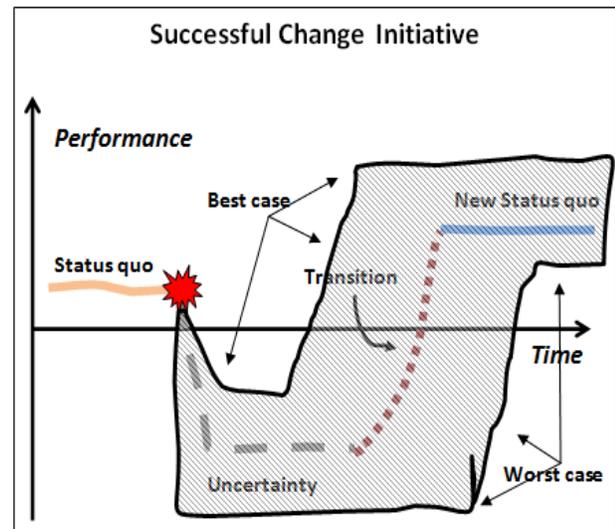
Phase 1: IDENTIFY	Phase 2: ENGAGE	Phase 3: IMPLEMENT
<ul style="list-style-type: none"><li>• Name the change</li><li>• Get people's attention</li><li>• Explain the change process – what to expect</li><li>• Acknowledge potential frustrations</li><li>• Address organizational culture dynamics</li></ul>	<ul style="list-style-type: none"><li>• Re-align people to the change – create a compelling vision of the future state</li><li>• Ask for input about how to do it</li></ul>	<ul style="list-style-type: none"><li>• Using the input drawn from your team, execute on the change</li></ul>



## Six Essential Tips for Managing Change

Once you understand how your organization works and the origin of the change, a planned intervention can be launched. If unplanned change occurs—the same essential tips apply.

6. **Don't fear failure—encourage it.** “I have not failed. I've just found 10,000 ways that won't work.” - Thomas Edison
5. **Engage people in designing solutions.** People don't resist change—they resist being forced to change. Your vision for change and the steps to get there will be better with more people contributing to the solutions—and more people will own the vision and work for it.
4. **Document the intended change and the process for getting there.** Establish a compelling vision, the steps to get there, and processes to gather feedback on progress.
3. **Script the change.** Clear and do-able steps to build momentum while appealing to intellect and emotions.
2. **Set the tone.** People follow the lead of their leaders. Behavior is contagious.
1. **Communicate, communicate, communicate.** And communicate simply: “If you can't explain it simply, you don't understand it well enough.” – Albert Einstein



## Essential Resources

**John Kotter:** <http://www.kotterinternational.com/>

**Switch: How to Change Things When Change is Hard,** Chip Heath & Dan Heath