

# CHANGE MANAGEMENT

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Change management is a process, an enterprise specialty, and a body of knowledge. The notion of change management as a process or task can be described as a double-edged sword.

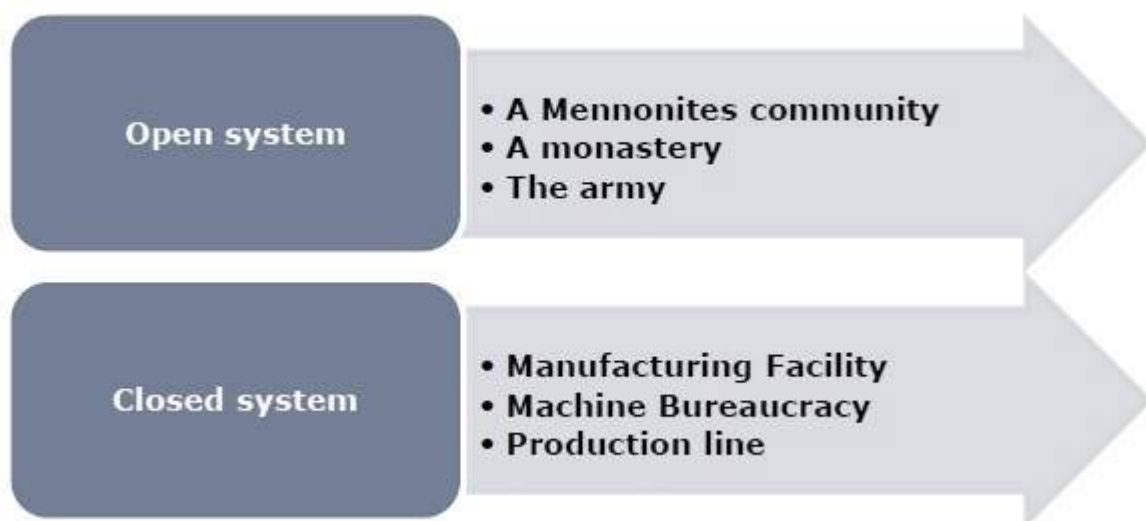
- The first edge is applied to internal change in a sequential fashion within an ongoing company. The aim is to implement new methods and controlled systems more effectively in a company.
- The second edge of the change management sword is applicable to the changes over which the company practices little or no control *like legislation, social and political upheaval, etc.*

## Change as a System

A systems approach involves two important foundations –

- First, it establishes that nothing can change without affecting every part of the system to which it belongs.
- Second, change in any single part of a system influences every other part of the system.

Systems can be categorized as either **open** or **closed** system.



Open systems are highly responsive to the external environment. In contrast, closed systems are poorly responsive to environmental impacts. No system can be completely closed – the degree to which a system is open or closed is determined by the extent to which changes can be controlled.

## The Change Problem

The change Problem includes one or more divisions or groups, the entire enterprise, or one or more aspects of the company's environment.

- The foundation of the system requires answers to at least these five "W"s and one "H"  
*Who, What, Why, Where, and When...then How.*
- The following few examples can be used to formulate specific questions –
  - Who from the company needs to be involved in the change?
  - What exercises need to be changed?
  - Why do we need to change our ongoing practices?
  - Where the changes are needed the most?
  - When will the company consider implementation?

- How to change our traditional practices for better?

## Change Program Phase

The process model is structured in three phases –

- **Phase 1 – Creating the change foundation** – It focuses on aligning business elements and leadership through the making of new customer-focused goals, establishing sponsorships, and securing commitment and capabilities.
- **Phase 2 – Designing the change plan** – It focuses on aligning the corporate mission with the change plan and determining the challenges.
- **Phase 3 – Implementing the change plan** – It focuses on deploying change with the help of an effective communication program and client management.

## Communication Process and Strategy

Communication plays a vital role in strategic, tactical, and personal levels in creating change. Communication is important to –

- Align employee and enterprise performance with business objectives.
- Enable clients to understand, and embrace change through education and persuasion.
- Deliver specific notes on the change *fiveW's and oneH*
- Support feedback, review, and interaction to ensure ownership and success.
- Motivate to act.
- Involve through a strong “what’s in it for me” approach.
- To be effective and efficient, a change management team includes minimum one communication expert, who is then supported by a team of communication specialists.

The duties of the change communication team include –

- Identification of issues that affects each segment having an impact due to the change.
- Determination of the combined communication tools needed.
- Assuring that appropriate feedback and review mechanisms exist.
- Creation of effective measures to assess communication efficiency and effectiveness.

## Final Recommendations

These recommendations follow “to-do” list of tactics that can be deployed in managing change.

- **Be open to change** – Change is inevitable – it’s how people handle and control it that gives a positive rather than a negative outcome for enterprise or individuals.
- **Remember** – The function of change management is to bring order to a chaotic and messy situation, not to pretend that it is already well organized, structured, and disciplined.

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