ORGANIZATIONAL CHANGE MANAGEMENT FUNDAMENTALS

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WHAT IS CHANGE MANAGEMENT?

Organizational Change Management is the process that helps both people and the organization to adapt and prepare for the changes brought by projects or new initiatives. Its objective is to guide and accompany everyone during the transition from the current situation to an improved state.
Some examples of projects that require effective change management include:

- 1.Implementation of Artificial Intelligence
- 2.Introduction of new technological tools
- 3.Changes in ways of working
- 4.Moving or modifying workspaces
- 5.Organizational restructuring.

Change management focuses on ensuring that the organization accepts, adopts, and successfully integrates the products or services that result from a project.

CHANGE MANAGEMENT: PROJECTS VS ORGANIZATION

Change Management has two main approaches: at the project level and at the organization level. Although they are similar, they have some key differences.

1.Change Management in Projects: It focuses on managing the changes that occur within the project, such as modifications in stakeholder priorities, changes in requirements or budget adjustments, among others.

2.Organizational Change Management: Focuses on how the changes generated by the project affect the entire organization. Its goal is to help people and the company adapt to those changes, such as the adoption of a new technology (e.g., Artificial Intelligence) or a major change in structure, such as a new director. The focus here is on people's behavior and attitudes...

A well-designed project should include organizational change management to ensure successful integration.

PREMISES

ENGAGE PEOPLE

The more you engage people impacted by change, the better! They are the ones who will make the change integrate and be successful (or not).

FACILITATE CHANGE

Always think of actions that support the transition in the most bearable way possible.

1

CHANGE AS A PROJECT

Structure and manage change as a project. It will give you order! A good change management method is no guarantee that change will happen; but it is a good base.

2

3

CHANGE IS SYSTEMIC

Focus on people and also on the system: rules, policies, ways of working, tools... Behavioral changes are the product of individual change and of having an consistent and coherent environment with the desired change.

4

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IMPORTANCE OF CHANGE MANAGEMENT IN FIGURES

- Prosci: Projects with excellent Change Management are seven times more likely to meet their goals.
- Prosci: Good organizational change management in projects correlates with a 65% probability of projects completed on time and 71% that will meet the budget.
- PMI: Organizations that do change management practices have twice as many successful strategic initiatives.
- McKinsey: 72% of transformations are not fully successful (causes: leaders do not give enough support to changes and because of employee resistance).
- Gartner: During 2022, the average employee faced 10 relevant organizational changes vs. only 2 in 2016. It also proposes that employee productivity can decrease by up to 30% during periods of change.

MANAGING CHANGE

WHAT IS MANAGING?

Managing change refers to coordinating and directing resources and activities to achieve specific goals. It implies:

- 1.Plan
- 2.Measuring results and progress
- 3.Monitor activities
- 4.Make resource decisions
- 5.Follow up
- 6.Coordinate tasks and activities

Thus, we can visualize a Change Manager role (or a team), making decisions about resources, strategy, objectives... that is, managing.

Managing change has a number of benefits, including:

- Working with order and structure
- Reduce and mitigate potential risks
- Improve resource utilization
- Generate strategies for the achievement of objectives.
- Increase transparency
- Measuring progress and impacts
- Etc.

HOW TO MANAGE CHANGE?

An excellent approach is to manage change as if it were a project, performing a series of milestones such as:

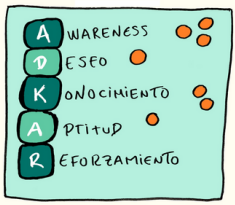
- **Design a vision of change.** Where are we going? What change do we want?
- **Establish metrics and indicators.** How are we going to measure success? How do we know that change is successful?
- **Managing stakeholders:** affected, interested, sponsors, etc. Who are the stakeholders and what motivates them? How are they going to be managed?
- **Manage impacts.** What consequences does the change have for people and the organization?
- **Manage risks.** What risks threaten the success of the change? What actions are in place to mitigate them?
- **Use a method** that gives order and structure. How are you going to organize the work and actions involved in the change?
- **Plan actions and activities.** What concrete initiatives will be made to make the change successful?
- **Monitor and readjust activities.** How are we doing with the activities? What adjustments are there in the plan?
- **Use artifacts.** Where are we going to manage the data and information of the plan and tasks? How do we document?

MODELS TO MANAGE CHANGE

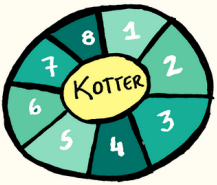
There are several models that can give you a guide and support to structure actions and make a plan. Some are:

1 ADKAR

It proposes that individuals must go through different stages to change: Awareness, Desire, Knowledge, Aptitude and Reinforcement.



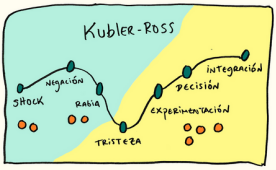
2 KOTTER



This model proposes to activate the phases: 1) creating urgency 2) making a coalition 3) developing a vision of change, 4) communicating the vision, 5) removing obstacles, 6) creating triumphs over change, 7) building on change and 8) anchoring change in the culture.

3 KUBLER-ROSS

It discusses the emotional transition that people experience in the face of change: denial, anger, sadness, negotiation, acceptance.



4 ROGERS CURVE

It focuses on how changes are adopted by different archetypes: innovators, early adopters, early majority, late majority, laggards.

FACILITATING CHANGE

WHAT IS FACILITATING?

Facilitating change is the process of guiding and supporting individuals, teams, or organizations to adopt new practices, behaviors, or values and without friction. It implies:

- Creating an environment conducive to change
- Decreasing resistance
- Generating motivation in the face of change
- Increase understanding of change
- Accompanying people
- Listening to those impacted by change

It goes beyond management and is a critical factor for change to be successful. If management is based on the coordination and planning of strategies and resources, facilitation focuses on directly supporting people and the organization to navigate change.

We can all be facilitators of change.

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FOUNDATIONS FOR CHANGE FACILITATION

To support people in going through change, we can use these fundamentals:

Psychological Safety: Fostering a safe space, where people can think out loud and be authentic is essential.

Neuroplasticity: Promoting the brain's ability to adapt to new experiences. Generating dynamics that develop this capacity will help to adapt better.

Emotional intelligence: Consider emotional responses and provide people with interpersonal and intrapersonal tools for emotional management.

Active listening to impacted people: Generate spaces for listening and incorporate people's contributions in change management.

Reflection and adjustment of change: Generate conversations and reflections together with the people impacted by the change, being the ones who propose what can be improved.

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PRACTICES TO FACILITATE CHANGE

How to materialize the foundations? Some tangible practices to support people and organizations in navigating change are:

Retrospectives and reflections: foster specific spaces to generate conversations with people impacted by the change and other stakeholders.

Dynamics on change: the realization of specific dynamics and activities to prepare, listen and connect with people. The participation of leaders is very important!

Training and learning: providing the necessary knowledge for change, not only through courses and training, but also by encouraging informal learning.

Formal and informal communication: beyond emails and communication campaigns, it is necessary for leaders and agents of change to generate spaces and mechanisms to communicate information of interest in the face of change.

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