



# IMPACT

*Your Performance Improvement  
Resource from BEI*

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## Performance Perspectives

### Change Management

Change management is typically presented as a linear process. However, change when it happens in an organization, is anything but linear. What you really do is manage the consequences of the interventions that are made. This is as important as the change itself, and it's a nonlinear and often chaotic process. The concept of change management is in part an oxymoron because you can't fully predict what's going to happen. Therefore, to minimize the chaos and manage the consequences of change the following three systems must be aligned and addressed:

- Communication
- Learning
- Rewards

### Communication System

The present is no longer desirable. The sponsors and the change agents of the change know this. But to move people from the stability and comfort of the present, they need to know **why** the present is no longer desirable. Tell them everything they need to know so they can make the decision to change. Tell them what internal and external forces are driving these changes. They also need to know that the present is no longer as sturdy and supportive as it was in the past, what the future looks like, and even what is not known about the future. As more information becomes available it needs to be shared. Communication must be well planned, structured and continuous.

To ensure that people understand what you are trying to tell them, messages must be packaged from the target audience's perspective, in their language and from their orientation. In other words, know your audience, the intent of your message (i.e., do you want to create awareness, get support, or inspire action?), the most appropriate tool (i.e., presentation, one-one-one, email, letter/memo, newsletter) and or media. Since the communication system is such an important vehicle for making change happen, it must be comprehensive, integrated and varied.

If communication is effective, people will have a clear understanding of why they need to change, where they are going, and how the company will help them through the change.

### **Learning System**

A carefully constructed continuous communication system is necessary but not sufficient. People may choose not to change because they do not know how to be successful in the future environment. They may lack skills, knowledge, and tools to operate successfully anywhere but where they are. Therefore, a learning system is required to enable people to change. Building those skills, dealing with new behaviors, and creating an environment for constant growth is critical.

Education and training are important recourses in a company's efforts to change. To be effective, they must be used within the organizational change context.

As with communication the same goes for training. Understanding your target audience is key to effective content design and development. Probably the single factor that will make the largest impact on design decisions is the knowledge and skills of the trainees upon entering the learning. What do they already know? Do they have the prerequisite knowledge and skills needed to enter the new training? Do they come with misconceptions or biases about the content? Must they unlearn before they can learn the new content? What media is most effective for them? This information influences the entry point, complexity, pace, delivery vehicle and emphasis of instructional content.

### **Rewards System**

Communication and learning systems are still not sufficient to facilitate change. People who understand the need to change and have the skills to change may still choose not to change. Because the balance has not shifted - the rewards they value are still present. A reward system must be built that shifts the balance by making the present state unrewarding, putting the rewards in the future state, and developing a series of incremental rewards as part of the support structure to get people through the change process.

Whether you need an elaborate rewards system focused on business indicators and compensation, or a less formal reward system focused on small victories, the rewards must be specific, timed, tied to behavior and have value.

Remember, what you decide to measure and what you decide to reward is what you're going to get.

### **The Three Systems**

These three systems – communication, learning and rewards – do not exist in isolation nor are they applied linearly. They are an integrated set of resources that are iterative.

### **Note to the Reader**

Don't hesitate to ask for help or support from individuals or group with Change Management expertise. Remember you, as a sponsor or change agent, are also the target of the change.

## Lessons Learned

Here are some lessons that we learned from working with clients on their change initiatives:

- When developing a communication strategy, strive to answer the following:
  - Why are we changing?
  - What happens if we don't change?
  - Who will change?
  - What will the changes look like?
  - What will stay the same?
  - How does this change fit with all the other changes?
  - How strong is the sponsorship for this change?
  - What is expected of everyone?
  - How will the message be sent over and over?
  - How will we give people a chance to push back?
  - How will we give people a chance to grieve?
- Provide constant feedback about where individuals are in the change.
- Identify what sponsors need to know and do to support the change.
- Identify how the sponsors will demonstrate their commitment.
- Develop metrics that measure the movement from one stage of the change to the next.
- Identify milestones in the transition period and manage to the milestones.
- Tie elements of your learning strategy to milestones (awareness, early on, application close to launch)
- Provide skill and knowledge just in time. Just what the learners need, when they need it.

Develop a strategy for rewarding the supporters of the change and position them as new heroes.

## Marketplace

### Change Management Consulting

*Changing the way we change*

E-learning, diversity, government compliance, e-commerce, social responsibility, and telecommuting are just a few of the factors driving major change in the way businesses operate. Change has become a constant in the corporate environment. Organizations that learn to work with, rather than against, change will have a distinct competitive advantage. Their resiliency and resourcefulness will allow them to prosper from change rather than merely get through it.

BEI can help your organization improve its ability to manage change created by new:

- Systems
- Processes
- Strategies
- Structure

We use a Managed Change© project approach that focuses on people, process, culture, and structure. This approach ensures the successful implementation and management of the change initiative, and also transfers the knowledge and skills of the change management process to the organization so that success is repeated with future change initiatives.

BEI works with companies helping them through a specific change initiative, and we also offer a [Managed Change® Workshop](#) that develops change management as a competency in your organization

To learn more about our services in this area call us at 248.625.8100 or <http://www.beinc-online.com/coreservices/expandingresponse.asp>

## Worthy Web Sites

<http://www.bbc.co.uk/radio4/today/reports/features/psychometric.shtml>

Psychometric exams -- Take the test. Knowing yourself, your strengths and weaknesses can be a great asset when confronted by change.

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