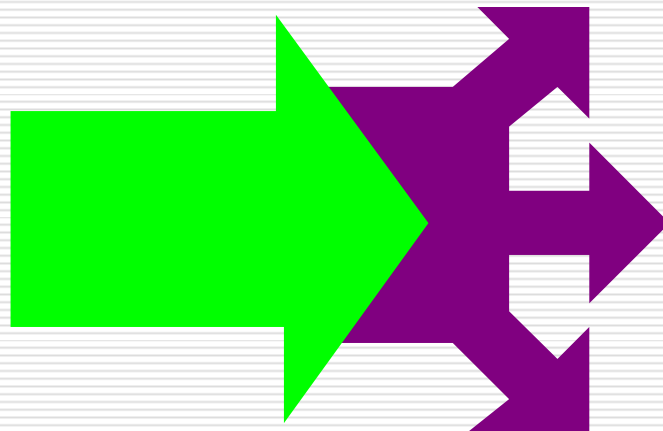


MANAGING CHANGE TRANSITIONS

PROBLEMS AND GUIDELINES

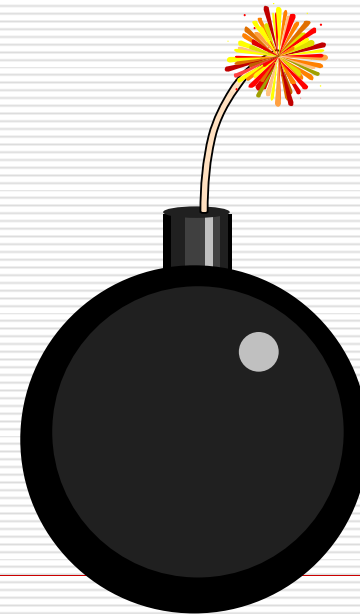


Three generic problems in managing transitions.

- ☐ Problem of dealing with resistance to change.
 - ☐ Problem of managing power to drive and institutionalize the change.
 - ☐ Problem of managing control during the transition.
-

The resistance problem – Action steps

- ❑ Creating dissatisfaction with the status quo.



Action steps to managing resistance

- ❑ Developing and communicating the scope, rationale, and anticipated impact of the intended change.



Action steps to managing resistance

- ☐ Building participation in the change.
- ☐ Avoiding pseudo-participation.
- ☐ Clearly outlining what is negotiable and what is not.



Action steps to managing resistance

- ☐ Building in rewards for the desired transition and future behaviours.

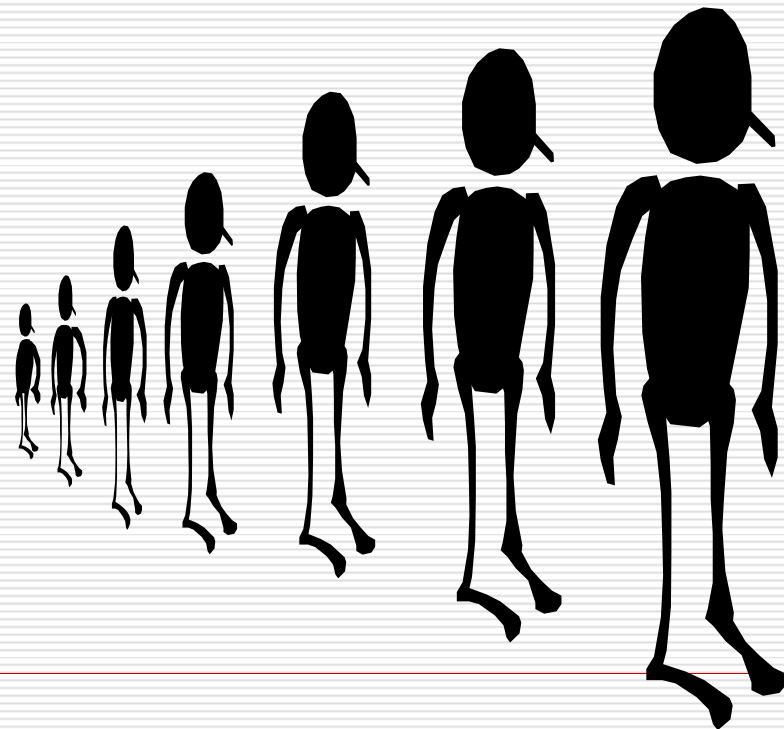


The Power Problem - Shaping political dynamics

- Ensure that there is a critical mass of support for the change particularly at the top and “influencers” at all levels are on side. Without this the change will be seriously imperiled**
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Shaping political dynamics

- ❑ Conduct a stakeholder importance / impact analysis.



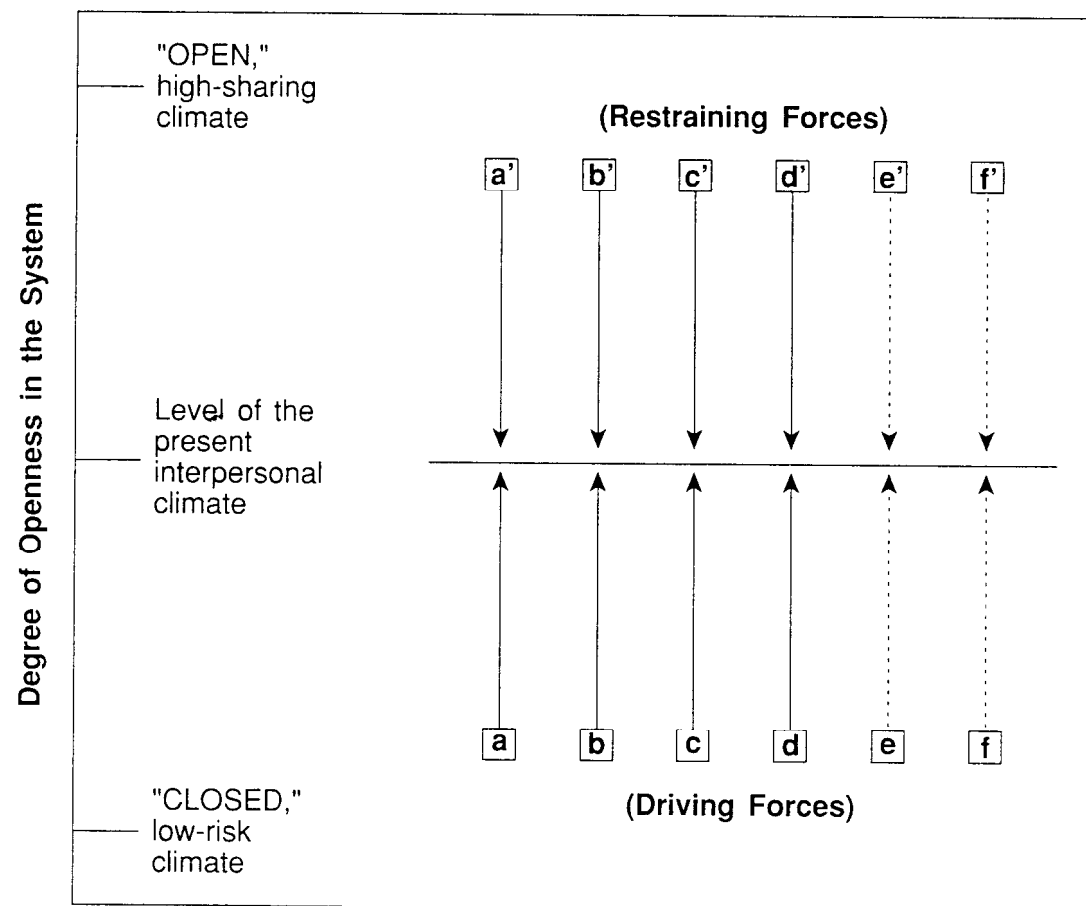


Figure 1, The Force Field

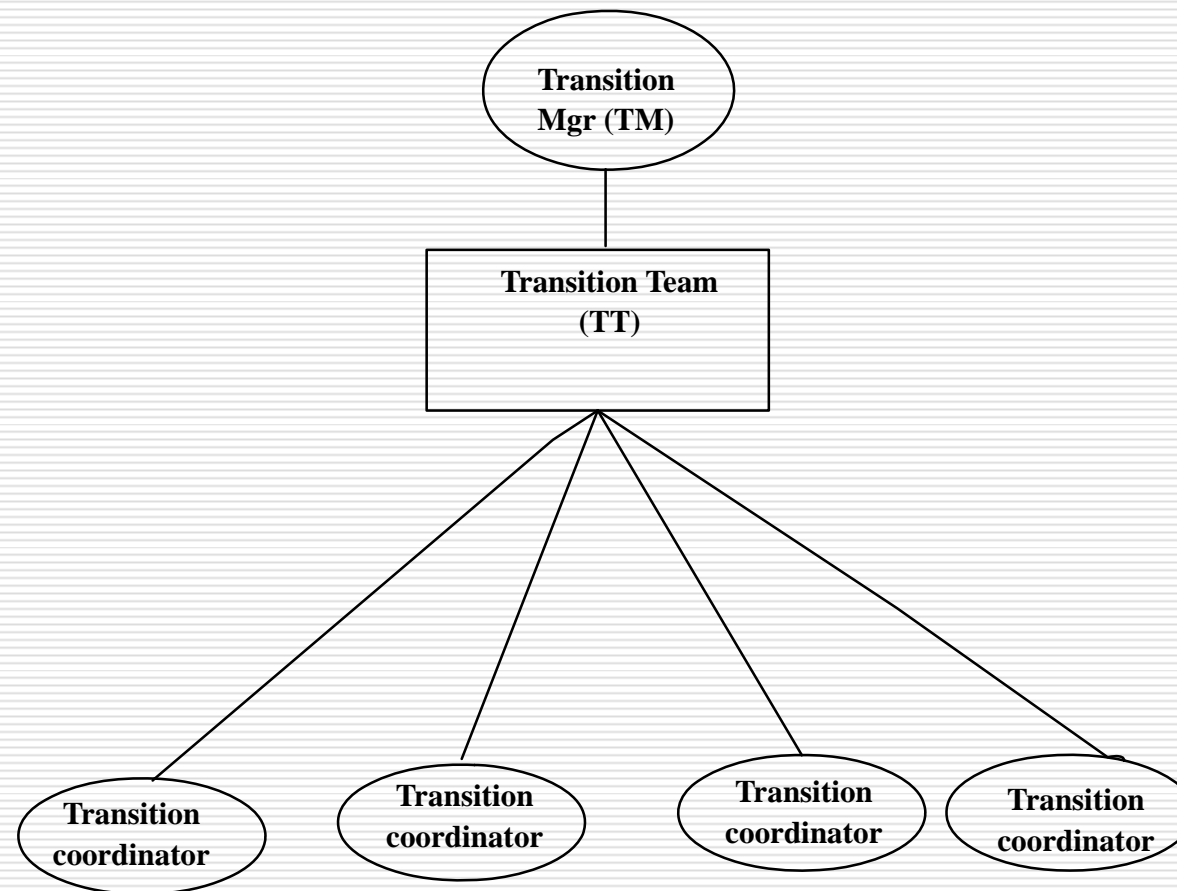
The Control Problem

- How to maintain service levels whilst the supporting frameworks, structures, mechanisms and cultures etc are being altered.
 - For example it is well known that companies almost always lose customers when their sales force is reorganized.
-

Setting up a control structure

- Set up a change management structure which includes:
 - Appropriate power base at the top (Transition Manager)
 - Team consisting of key stakeholders (Transition Team)
 - Representatives of all business units on the ground (Transition coordinators)
-

Change Management Structure



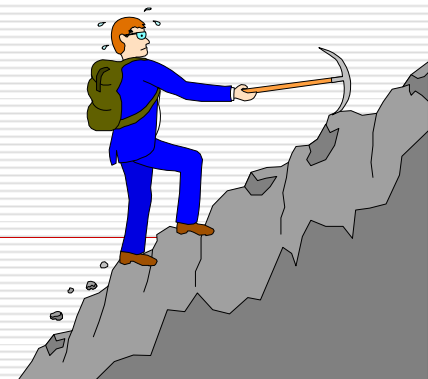
The Transition Manager

- ☐ Is an individual taken from a visible internal position.
- ☐ Is placed on special assignment reporting to the CEO or head of business unit.
- ☐ Is skilled in a variety of different ways.



Transition management skills

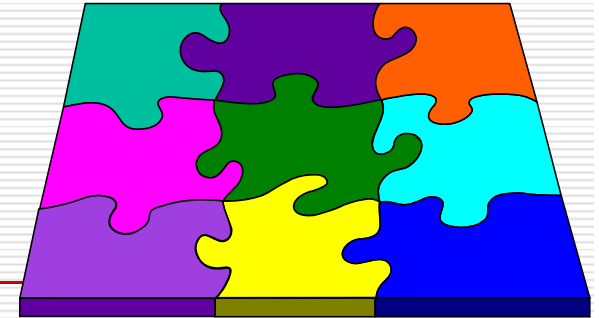
- ☐ Has knowledge/expertise in major technical or operational areas that are involved.
- ☐ Has a high level of management abilities.
- ☐ Has a very high level of interpersonal skills



Transition Team

- ☐ **Key stakeholder representatives from all stakeholder groups that are likely to impact the change from a resistance/ power perspective.**
-

Transition Coordinators



- ☐ Act as links to the transition manager for all major departments or divisions.
 - ☐ Provide updated information to their particular segment of the organization.
 - ☐ Design and manage the transition plan for their groups.
 - ☐ Gather feedback, issues and tasks needing attention.
-

Initial -planning - Setting parameters for the change

- ☐ **Clear definition of the type of change needed.**
 - ☐ **Impact analysis of the functions, people and management systems affected.**
 - ☐ **Specification of the pace of transition.**
-

Setting parameters for the change

- ☐ Identification of people crucial to supporting the transition.
 - ☐ Identification of significant political factors.
 - ☐ Identification of significant cultural factors
 - ☐ Deciding on degree of participation.
 - ☐ Setting the expectations for transition.
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