

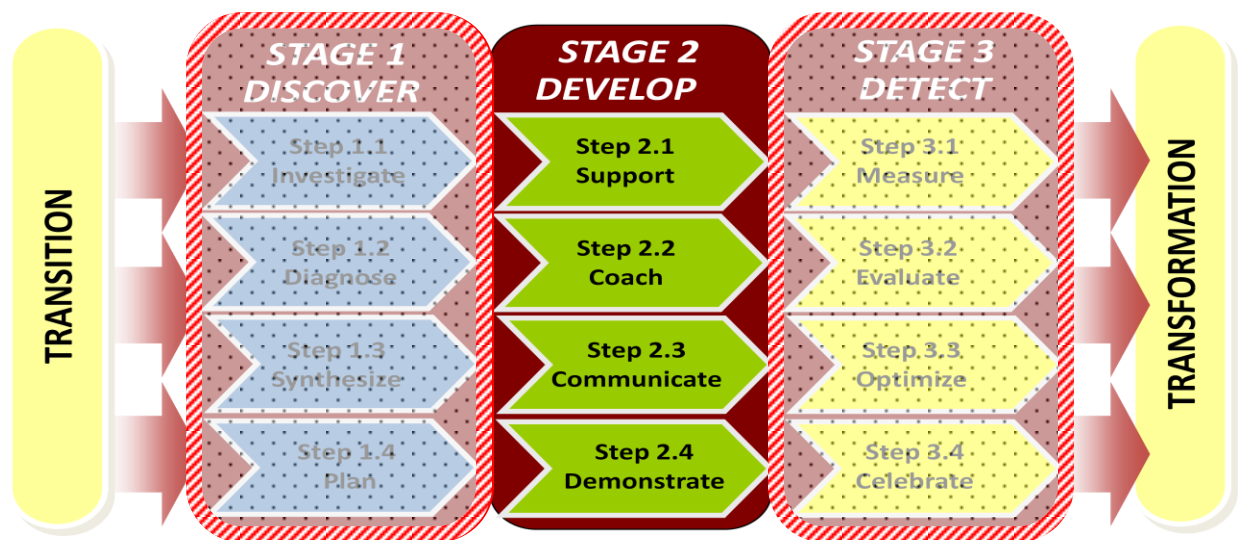


CHANGE MANAGEMENT:

A Comprehensive Model– Stage 2: Develop

I MIKE KENT

Last edition, we started to look at the Jeitosa Comprehensive Change (CCM) model in some detail. I wrote about the steps in Stage 1 and what they entail. This month, we'll look at the second stage of the model. Stage 2 is the Develop Stage as depicted below. Like the other stages, it consists of four steps and each step contains several actions. In this stage, we develop the information, tools and plans needed to implement a comprehensive, effective change management plan.



Step 2.1 – Develop Support: Here we develop, adapt and/or provide all of the materials needed to support your organization in the implementation of the change. This includes providing your organization with the programs, tools, outlines, communications, templates and other materials it needs to make the initiative successful; identifying internal change agents; providing ad-hoc support to company leadership, thought leaders, project team members, and managers; and developing reference materials.

Step 2.2 – Coach Individuals: In this step we coach and train all of the key sponsors, contributors and leaders of the effort. This includes: developing customized coaching approaches; creating training and mentoring programs as needed; supporting the change leaders in everything they need to do to make the change successful; and, providing individualized coaching for the leaders of the organization and the project.

Step 2.3 – Communicate Throughout: It is extremely important to the success of any change effort that the appropriate information is communicated clearly and timely to all impacted employees in the most appropriate and effective ways possible. This step incorporates all of the communications plans and activities that help everyone involved understand what is happening, when and why. Specific actions include the creation of communication strategies; the development of a comprehensive communications plan based on the strategies; the clear assignment of roles and messages to be delivered; the effective execution of those plans; and appropriate monitoring and feedback to those delivering the messages.

Step 2.4 – Demonstrate Value: In the final step of Phase 2, we work with you to develop and implement the scenarios for showcasing the progress and value of the change effort and its results. This includes creating appropriate opportunities to showcase successes at critical intervals throughout the project; providing leaders with examples of those successes to incorporate into their communications; publishing case stories, examples and anecdotes to reinforce ongoing successes; and establishing the critical links between project results and improved performance in the new system, process or structure.

At the end of this phase, your organization will be well underway with your change effort and should begin to feel the effects, both in employee acceptance and organizational performance as measured by the pre-determined metrics. In the next issues, we will look at the final phase “Detect” in more detail. There, your organization will finalize the project, measure and celebrate success. 🌐

About the Author: Mike Kent is an Executive Consultant, Vice President and the Chief Human Resources Officer for Jeitosa Group International. He has over 25 years of experience supporting organizations by leading their global human resources functions. He can be reached at mike.kent@jeitosa.com.