



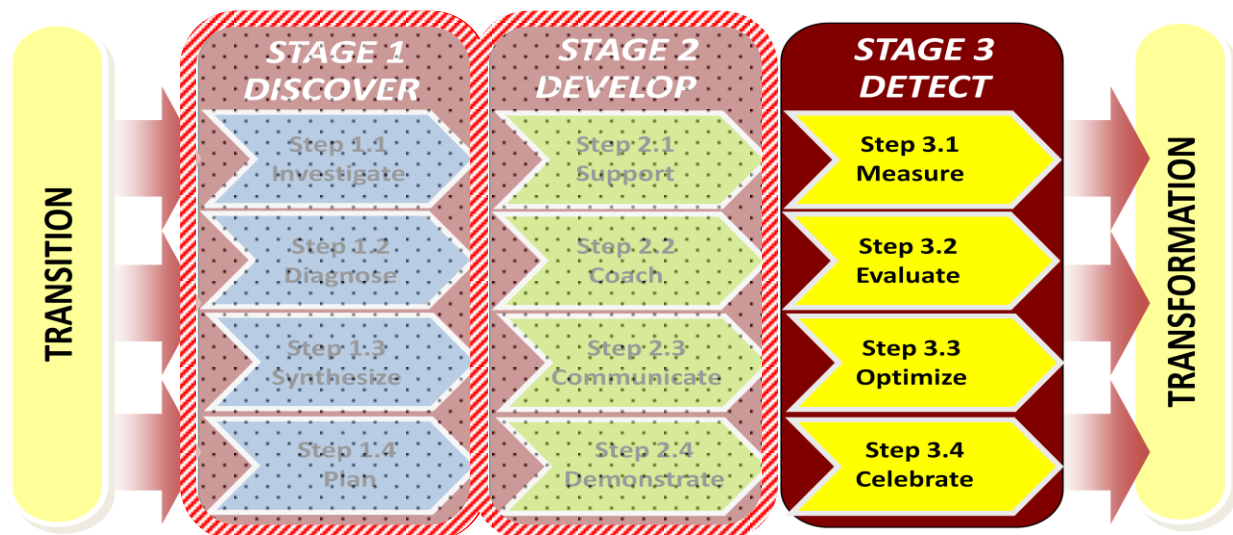
## CHANGE MANAGEMENT:

### A Comprehensive Model– Stage 3: Detect

| MIKE KENT

In prior issues, we looked at Stages 1 and 2 of the Jeitosa Comprehensive Change Model (CCM) in some detail. This month, we'll look at the third and final stage of the model. Stage 3 is the Detect Stage as depicted below. Like the other stages, it consists of four steps and each step contains several actions. In this stage, we measure progress and accomplishments, evaluate the impact and results, tweak the process based on what has been learned so far and celebrate our successes.

As previously stated, all of the steps should be reviewed and seriously considered. Based on the size and complexity of the change effort, the experience of the participants and the culture of the organization, it may be affirmatively decided to minimize or even skip certain actions. Experience has clearly shown, however, that it is a mistake to overlook or eliminate any action described in the model without careful consideration of the impact of doing so.



### STAGE 3 - STEP 3.1: Measure Progress

This step includes all of the activities required to develop and implement the measurement systems needed to verify that the planned results are achieved. This includes identifying appropriate metrics by which to measure the progress and success of the effort. It also includes defining the processes by which the measurement data will be collected, and monitoring those measures to determine if the project is meeting its agreed timetables and interim goals. Finally, it is important to plan how to report and communicate the metrics to the right audiences in the right formats for them to be easily accessed, assimilated and understood.

### STAGE 3 - STEP 3.2: Evaluate Results

In this step, it is necessary to determine whether the organization is on track to meet its established goals. This includes conducting pulse surveys of stakeholders at appropriate intervals to determine their perceptions of and reactions to the ongoing change process. It also includes analyzing progress against the established, agreed-upon interim and final goals defined in the prior step. It then entails using the surveys and metrics reports, refining and revising the approaches, timetables, goals and even the original measures themselves. Finally, it is necessary to implement the additional or modified metrics that are deemed to be more appropriate and useful.

### STAGE 3 - STEP 3.3: Optimize Outcomes

Based on the results and conclusions of the prior step, it is important to continuously document the lessons learned. This is important so as to adapt the entire plan as it proceeds, based on what has been learned so far, for the benefit of both the current and future change initiatives. Actions here include actively seeking areas for improvement, both for the current and future similar change efforts. It also includes revising objectives if appropriate or necessary based on what is learned during the process. It's also critical to actively support incremental change by promoting its value with all stakeholders, and documenting lessons learned so as to replicate successes, eliminate repeat pitfalls and produce better results in the future.

### STAGE 3 - STEP 3.4: Celebrate Success

In this step, it is critical to develop the recognition and events that reinforce progress and success. This includes creating celebratory events and means of congratulating key contributors based on appropriate criteria. This process should reinforce the original goals and their rationale to remind everyone of the purpose and objectives of the change effort. Properly designed and executed, such celebrations encourage ongoing commitment and reward early adopters as role models for other stakeholders.

At the end of this phase, and this entire change process, having followed a comprehensive plan conscientiously, the organization will achieve its planned results, or more, and reduce, to the maximum extent possible the inevitable dips in productivity and morale. Furthermore, stakeholders will have gained valuable experience and documentation that will help them to be even more successful in the inevitable next change. We've all heard that the only thing that never

changes is change itself. Depending upon how organizations deal with it, the next one will either be problematic and dreaded or systematic and successful. 🌐

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](mailto:mike.kent@jeitosa.com).

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