



CHANGE MANAGEMENT:

WHAT IS IT AND WHY DO YOU CARE?

| MIKE KENT

In this first edition of the newsletter, let's start this column by defining what we mean by change management, since there are lots of definitions out there. When we talk about it, we mean the process by which any significant business change is affirmatively planned, communicated, monitored, implemented and measured. I say affirmatively because, in reality, any change incorporates these steps, but in many cases they are done informally, privately, reactively and even accidentally. The problem with that, except in the case of the most trivial changes, is that the chances of a quick and effective implementation are minimized. If all affected parties are not involved and kept informed, their acceptance will be slow or incomplete. They may even react to the point of subverting the change. Certainly the results will not be as envisioned and measures of success, if any, will not achieve planned levels.

If we start with the assumption that changes are not done arbitrarily and that the purpose of any change is to improve the success of the business in some respect, then it is important, if not essential, that the change be implemented as quickly and effectively as possible. Like any good business process, there should be milestones, metrics and objectives. As the old saying goes, "If you don't know where you're going, how will you know when you get there?" Managing the change process, just like managing any business process, is the best way to assure achievement of objectives in the most efficient and effective way. Good communications are essential concerning the objectives, the impact on participants, the business reasons for the change and the expected contribution of each stakeholder. When people understand where the organization is going and why, the probability of rapid acceptance and constructive contributions is greatly increased.

Jeitosa's Comprehensive Change Management model provides a complete and tested methodology for managing significant change. It incorporates all of the factors already mentioned and insures that no significant factor or constituency is neglected. While certain steps may be

omitted in certain kinds or sizes of change, they should only be omitted or truncated after careful consideration of the implications.

In future columns, we'll explore the various aspects of the CCM model and review some case studies, good and bad, some proprietary and some very public. Stay tuned. 🌐

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