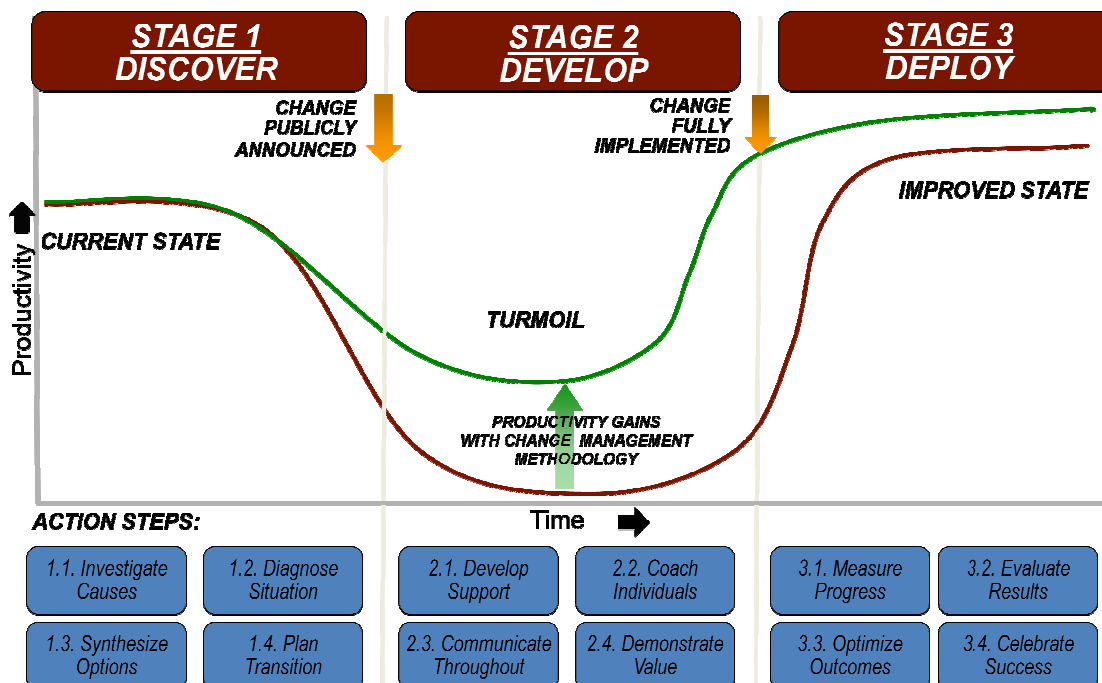




CHANGE MANAGEMENT: A COMPREHENSIVE MODEL

| MIKE KENT

Jeitosa's Comprehensive Change Management Model is comprised of three key stages: *DISCOVERY* of the causes of change and planning the transition, *DEVELOPMENT* of the change implementation strategies, and *DEPLOYMENT* and measurement of the outcomes. The first thing that strikes you when you look at the graphic below is the obvious drop in productivity during the development stage. Although many organizations have been reluctant to acknowledge this drop and to adequately plan for it, it is intuitive and inevitable. In fact, you could say that the real purposes of managing change is to shorten the dip, lessen the depth of the dip, and ensure that the result is a higher level of productivity than before the change was implemented.



As shown by the graphic, the goal of a comprehensive change management strategy is to achieve the green line and shorten the dip, as opposed to the red line which is the more likely scenario in the absence of solid change management approach.

How do we do this? In short, it requires thoughtful planning, solid execution, clear and concise communication, strong involvement of key stakeholders, agreed-upon measures of success, and celebration of accomplishments. All of this is pretty intuitive, but without a detailed model to guide us, it is likely that some of the steps will get neglected, truncated, or inappropriately sequenced and prioritized. An effective model ensures that everything needed gets done, despite the pressures of the business, the shortage of resources, and the natural impulse to “get it over with” as quickly as possible.

Obviously, the model should be adapted for each unique situation. Moving the copier down the hall doesn't require the same level of attention and detail as does reorganizing the IT function. Using a change management model ensures that all the factors are appropriately considered. Some may be affirmatively eliminated or combined, but they won't be overlooked. Communicating the reasons for the change may be just as important to the users of the copier as to the IT staff being reorganized.

There are many change models available. What's important is to use a proven model that ensures you don't miss anything important in the planning, implementation, and evaluation of your change effort. In future columns, we'll look more closely at particular aspects of the change management model. We'll also talk about some case studies, including some very public successes and failures. 🌍

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