



CHANGE MANAGEMENT:

A Comprehensive Model – Stage 1: Discover

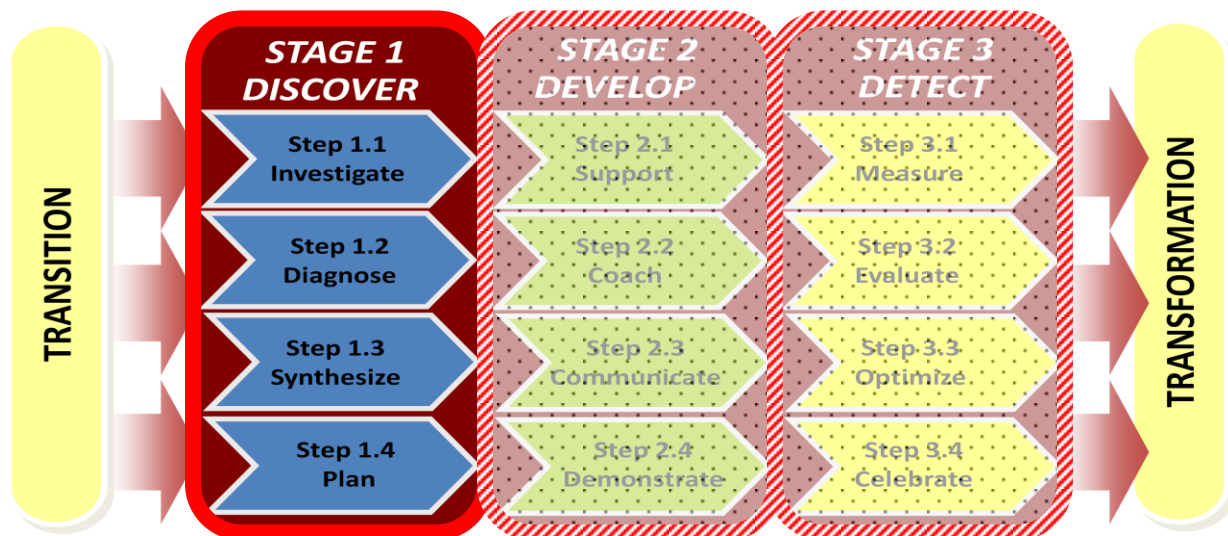
I MIKE KENT

In prior columns, I have written about the need to use a comprehensive change management model to insure that no essential element is forgotten or overlooked. As I mentioned, depending on the scope of the change and the culture of the organization, some tasks may be affirmatively curtailed or deleted. Each task, however, should be carefully considered before deletion. The failure to use a change model is cited in several surveys as a major contributor to change efforts not achieving their full desired results.

A 2008 Epher Group study concluded that:

- Over 80 percent of all projects fail when transition issues are not addressed
- Major challenges not originally identified occurred 75 percent of the time
- Change takes longer and needs more resources than planned, 100 percent of the time

This month, we'll look at the first stage of Jeitosa's Comprehensive Change (CCM) model: the Discover Stage as outlined below. It consists of four steps and each step contains several actions. In this stage, we uncover all of the information required to compile and implement a comprehensive, effective change management plan.



STEP 1.1, Investigate Causes – This step focuses on investigating the underlying causes and justifications for the current or proposed change(s). Actions included in this step encompass: determining goals and objectives; interviewing key leaders; surveying employees; and reviewing the current environment.

STEP 1.2, Diagnose the Situation - This step includes a comprehensive analysis of all of the data gathered in the previous step and a diagnosis of the issues as they uniquely pertain to your organization. Actions include: determining the processes affected by the change; identifying the stakeholders affected; determining the readiness for change in your organization; and evaluating existing and needed supporting structures.

STEP 1.3, Synthesize Options - In this step, we develop alternative approaches to implementing your change initiative effectively. Actions in this step include determining your future state vision; defining your organization's cultural imperatives; defining alternative strategies; and developing recommendations for how to implement the change effort.

STEP 1.4, Plan the Transition - This step involves the tough work of actually developing a detailed implementation plan fitted to your needs. Actions included in this step are determining the resources required; building the detailed change management plan, including the communications plan; gaining approval by your leadership; and determining the metrics and meetings required for appropriate monitoring and course correction during the implementation.

In future articles, we will look at later phases in more detail. 🌐

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