MANAGING CHANGE

WHAT WILL CHANGE MEAN TO ME?

- New ways of doing work
- New systems or tools
- New reporting structures
- New job roles
- New products or services

CHANGE MANAGEMENT ROLES & RESPONSIBILITIES

EXECUTIVE LEADERSHIP

Defines the nature of the change, how change is aligned with organizational goals, need for change, timeframe for change and who is impacted by the change

Communicates to employees why the change is occurring and how the change aligns with organizational goals; do this early in the change process and again when change is about to be implemented (when it begins to impact employees personally)

Participate actively and visibly through the entire change process; including regular opportunities for employees to have face-to-face interactions

Creates and oversees Change Action Plan

Defines performance measures that can be reported on a continuing basis to monitor the success of the change; implements corrective action if necessary

Engage regularly with Change Agents and Employees to collect feedback from employees

Play an active role in managing change with supervisors and managers as employees first, early in the process

Publicly recognize the achievement of key phases of the change; seek out, celebrate and recognize early successes

CHANGE AGENTS

Employees who are connected, approachable and respected by their peers

Embraces change and reinforces vision in informal communications with employees

Serves as a resource for employees during the change process

Reports feedback and input from employees to Executive Leadership; serves as liaison between leadership and line staff

HUMAN RESOURCES

Provides facilitation support to Employee Work Teams, as requested

Plays a primary role in facilitating knowledge and ability through the Yolo Training Academy

Performs classification and compensation functions required by the change, if any

Consults with managers and supervisors on efforts to hold employees accountable for actions and work performance in support of the change

MANAGERS AND SUPERVISORS

Helps employees understand the reasons for the change; communicates to employees how the change will impact them personally

Demonstrates commitment to the change through their behavior

Listens to and understands employee objections

Provides feedback to Steering Committee and Change Agents to ensure employee concerns beyond their control are being considered and addressed

Understands individual employee situations in order to help employees see and remove obstacles

Talks face-to-face with employees, both individually and in group settings to help correct any misunderstandings about the change

Recognizes employees for meaningful accomplishments

Seeks out activities or events that are fun for the group as a celebration for key milestones associated with the change

PHASES OF CHANGE

CURRENT STATE When the change is first announced, but before the change is implemented.

TRANSITION STATE During the change process when the new solution is being deployed.

FUTURE STATE After the change is in place following the implementation of the solution.

The way you are impacted by the change depends on your current job, the extent of the change and the choices you make in response to the change.

CURRENT – BEFORE THE CHANGE

Actions that typically have a negative outcome

- Talk badly about the proposed change with your peers or subordinates

- Talk negatively about the organization or people in the organization

- Talk one way in public, but say otherwise in private conversations

- Stop performing your current responsibilities or perform them carelessly

- Have secret meetings with your subordinates where the change is minimized or not taken seriously

Actions that typically have a positive outcome

- Learn about the change

- Ask how you can help

- Find out how you can prepare for the change

- Display a positive outlook

- Encourage constructive conversations with fellow employees

- Be open and honest with your feedback about the change

- Be quiet and observe. This choice is acceptable during the early phases of a change

TRANSITION – DURING THE CHANGE

Actions that typically have a negative outcome

- Block progress or sabotage the change process

- Talk negatively about the change in private conversations

- Ignore the change – pretend that it is not happening (denial)

- Prevent others from participating in the design of the solution or implementation of the change

Actions that typically have a positive outcome

- Ask questions about the future

- Ask how the change will impact day-to-day operations

- Provide input to the solution

- Find out what new skills and abilities you will need to perform effectively after the change is in place

- Assess your own strengths and weaknesses

- Seek training that will be available to fill skill gaps

- Take advantage of the change to develop new skills and grow professionally

FUTURE – AFTER THE CHANGE

Actions that typically have a negative outcome

- Avoid using the new work processes or tools whenever possible

- Tell peers or subordinates that using the new work processes or tools is not a big deal and shouldn't be taken too seriously

- Talk negatively about the organization with customers

- Revert to the old way of doing things when problems or issues arise with the change

- Take advantage of problems during implementation to argue why the change will never work

Actions that typically have a positive outcome

- Reinforce the change with peers and subordinates

- Help the business achieve the objectives of the change (be results-oriented)

- Avoid reverting back to old processes or ways of doing work when problems arise with the new processes and systems

- Help solve problems that arise with new work processes and tools

You are not a victim of change. Change involves personal decisions and the actions you take will have a direct impact on the outcome you experience.