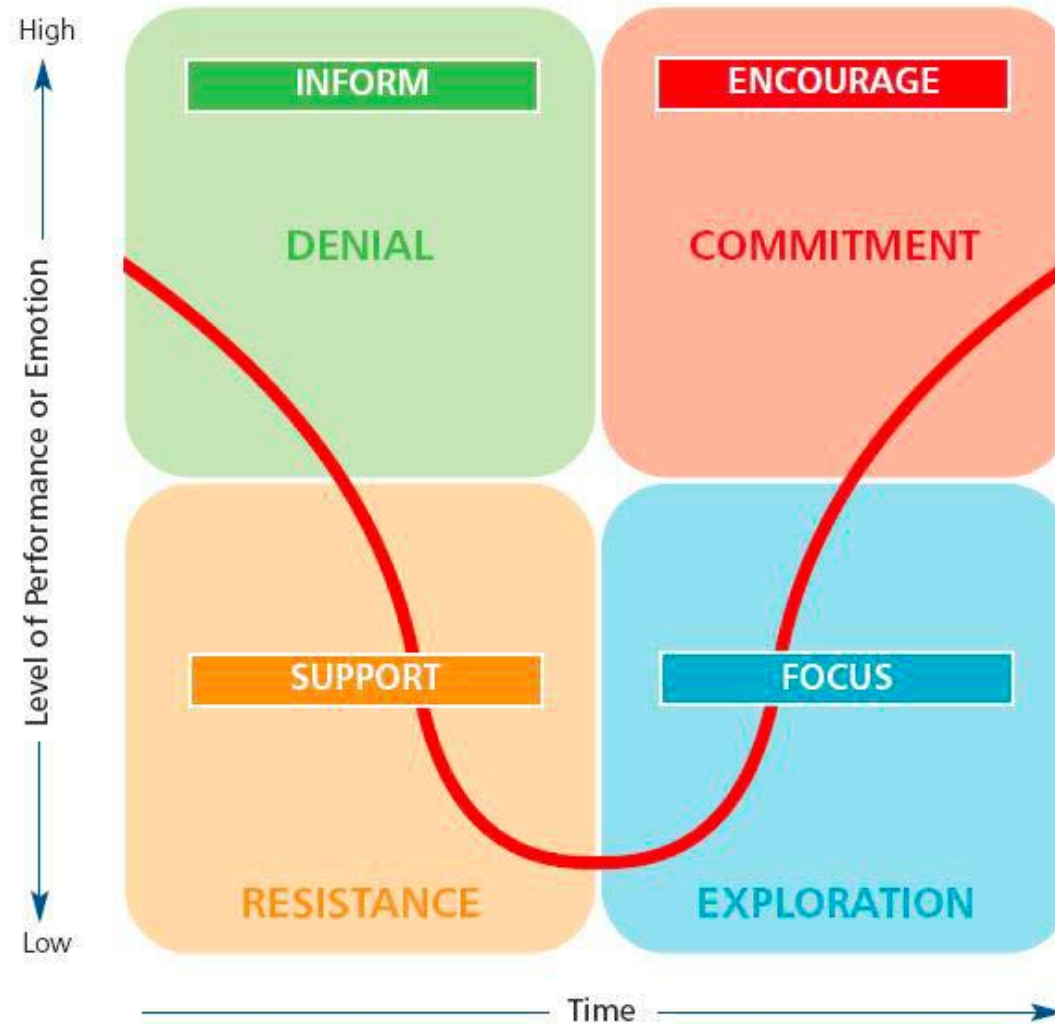




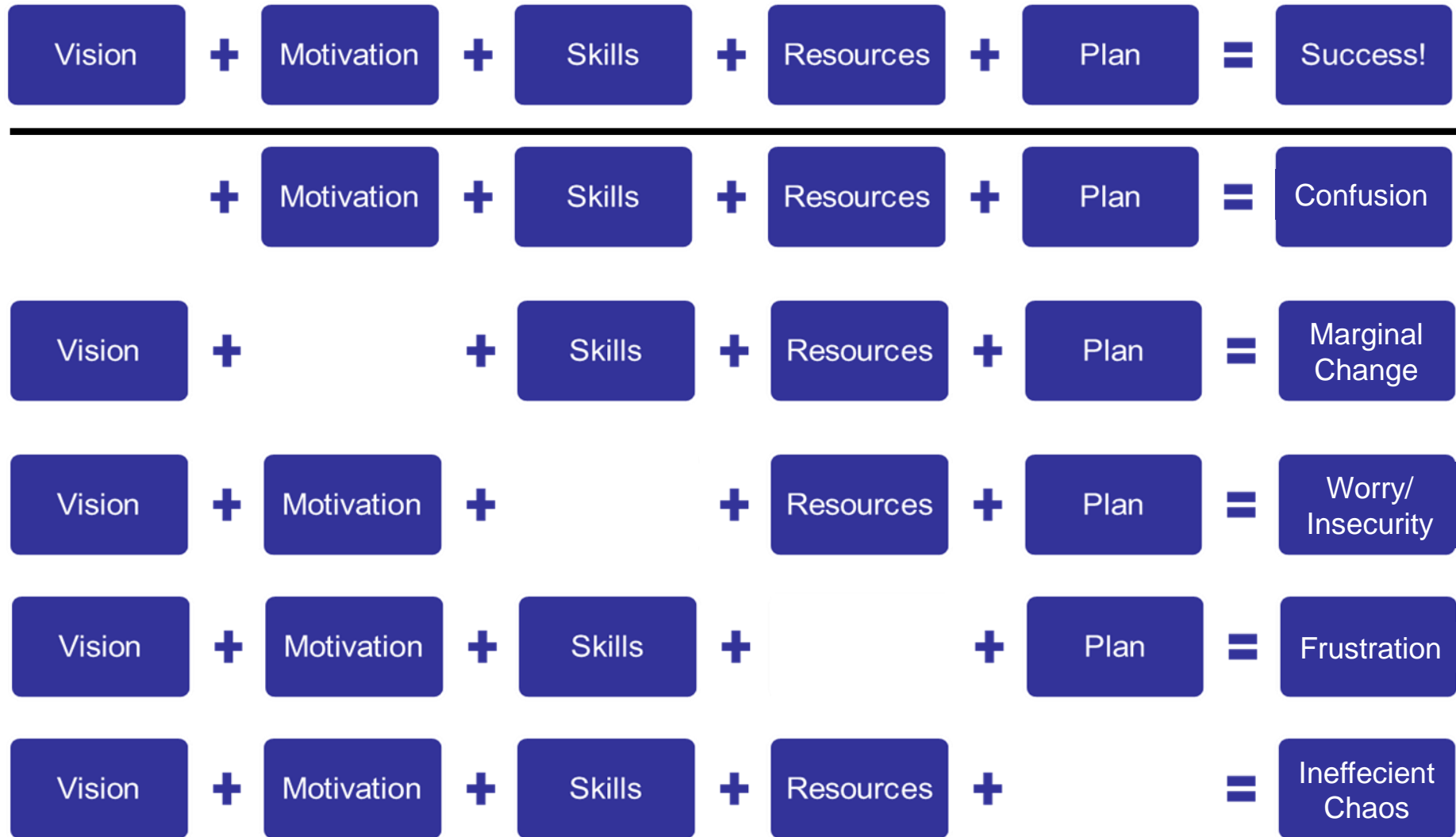
Change Management Useful templates and models

Change Curve



(Scott & Jaffe)

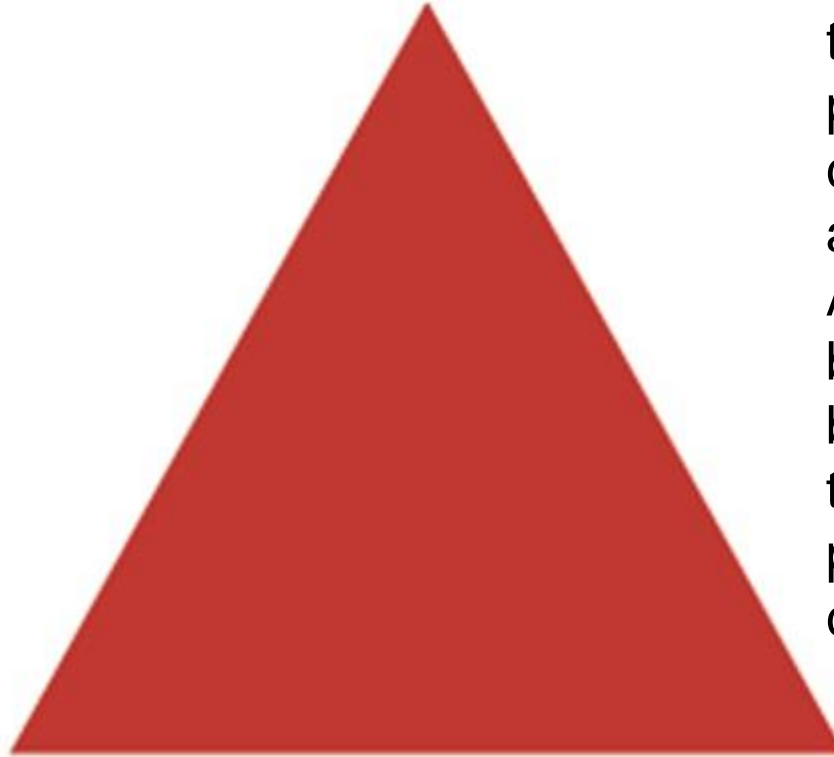
Change Success Factors*



*Based on Raytheon model

Motivaton: The building blocks

Competence



Change initiatives often threaten the individual's perception of competence, autonomy, and relatedness.

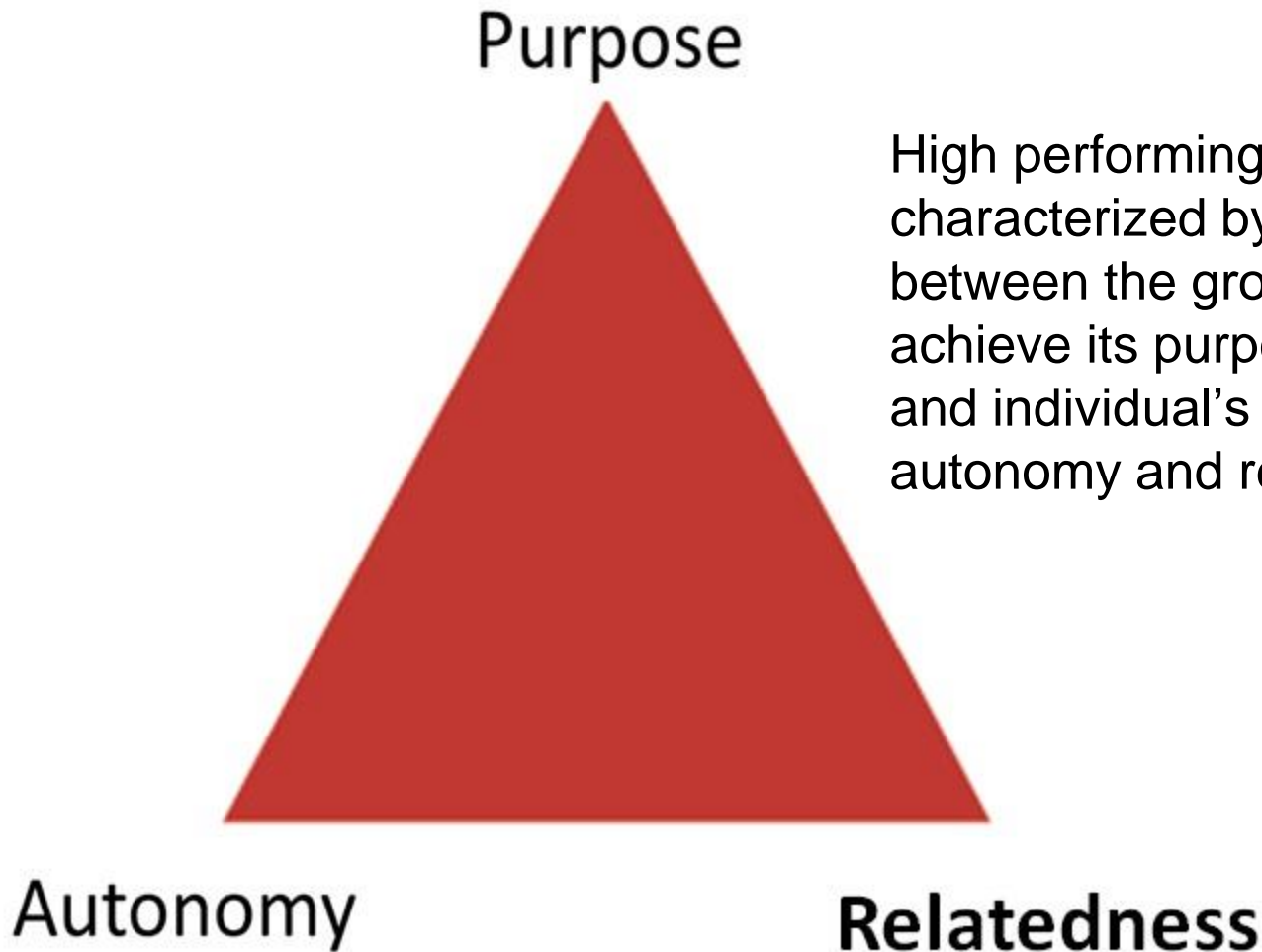
Addressing the building blocks of motivation before, during, and after the change will minimize psychological opposition change.

Autonomy

Relatedness

Why We Do What We Do
Edward Deci och Richard Flaste

High performing teams



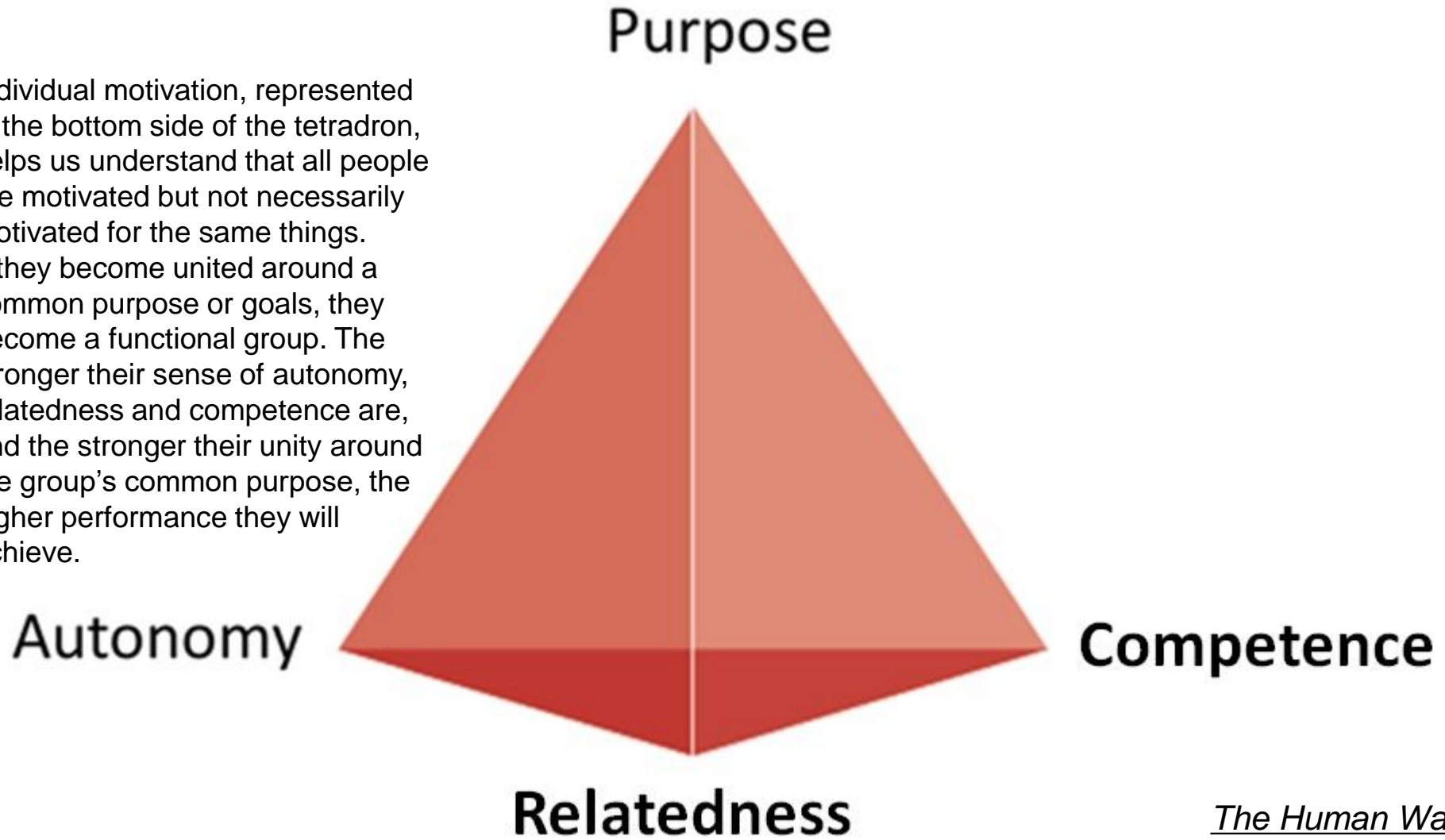
High performing teams are characterized by balance between the group's need to achieve its purpose or goals and individual's need for autonomy and relatedness.

Arbetsgrupper med utvecklings- och förändringsuppdrag

Sven Kylén

Motivation and group performance

Individual motivation, represented in the bottom side of the tetradron, helps us understand that all people are motivated but not necessarily motivated for the same things. If they become united around a common purpose or goals, they become a functional group. The stronger their sense of autonomy, relatedness and competence are, and the stronger their unity around the group's common purpose, the higher performance they will achieve.



The Human Way
Kelly Odell

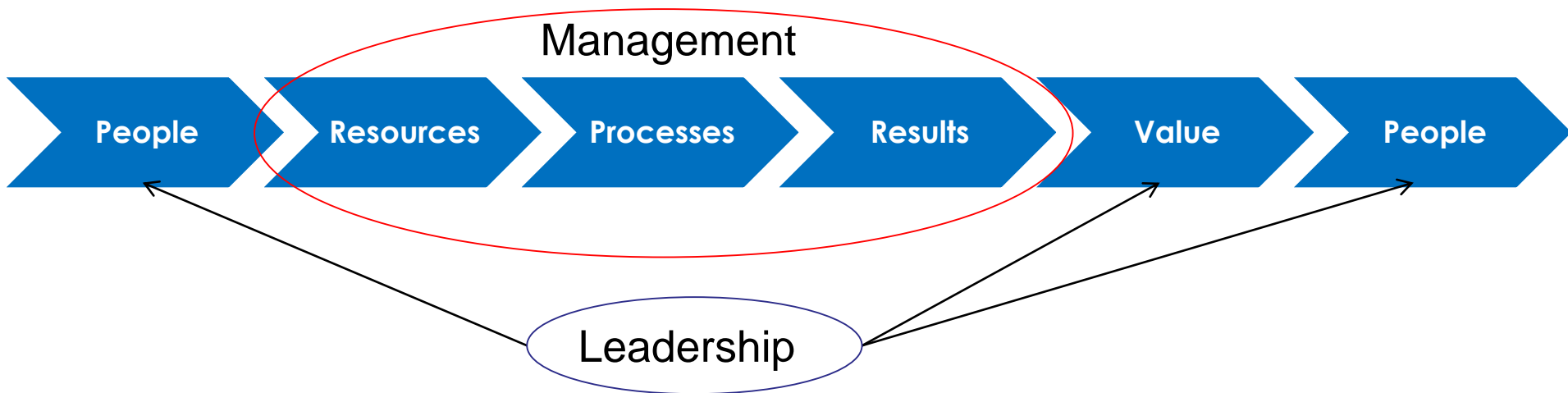
Value creation model for organizations



People use resources in processes to generate results that create value for people.

The Human Way
Kelly Odell

Value creation model for organizations



To be successful, change initiatives must address every component of the value creation process. Organizations often focus more on **Managing Change** (resources, processes and results) and fail at **Leading Change** (people and value).

The Human Way
Kelly Odell

Communication model for Change (template)

| | Current Position | Need for change (Closing the gap) | Wanted Position |
|------------------|-------------------------|--|------------------------|
| People | | | |
| Resources | | | |
| Processes | | | |
| Results | | | |
| Value | | | |
| People | | | |

Change communication matrix (template)

| Stakeholder (examples) | Effect Direct/ Indirect/ Pos/Neg | New demands/ Expectations | New knowledge /skills | Resources needed to gain skills | Incentive /inspiration/motivation | Communication needed | Cost in time, money, training, etc. |
|------------------------|----------------------------------|---------------------------|-----------------------|---------------------------------|-----------------------------------|----------------------|-------------------------------------|
| Employees in group x | | | | | | | |
| Employees in group y | | | | | | | |
| Management team | | | | | | | |
| Division managers | | | | | | | |
| Department heads | | | | | | | |
| Team leaders | | | | | | | |
| Customer | | | | | | | |
| Suppliers/ Partners | | | | | | | |

Avoid major change!

But if you really need to do it then do it right!

Astrakan's eight step method for successful change.



8 step method

1. Stakeholders: Identify who will be impacted by the change process (directly/indirectly/during/after) i.e. various employee groups, customers, suppliers, outsourcing partners etc.
 - Who will be impacted by the change?
 - Focus on those groups or individuals who are truly impacted by the change. If a part of the organization is not involved, leave them alone!
 - Think broader than you might otherwise do. Some changes impact employees families, the community or other groups that you might not normally see as a stakeholder in your organization.



8 step method

2. Make an honest assesment of how the changes will affect the various stakeholders (individuals/groups)

-What can be done to minimize the negative effects of the change on the various stakeholders?

-How will the results of the change be affected if you don't succeed in getting these individuals or groups on board?



8 step method

3. Describe which new demands or expectations this change will place on the various stakeholders during and after the change process.



8 step method

4. Define which new knowledge, skills/competences are required of the stakeholders in order to execute the necessary new behaviors.



8 step method

5. Describe which resources are available in order to help the stakeholders develop the new skills and competencies.



8 step method

6. Describe how the stakeholders interests can be aligned with the interests of the organization in order to increase the stakeholders willingness to realize long term change. (Inspiration/motivation)



8 step method

7. Create a communication plan. Describe how the communication with the stakeholders will be done. Communication should be adapted and targeted to each stakeholder group. Provide honest, direct communication to the stakeholders. Remember the power of the Vision!!!
 - Frequency – How often (25-30 times)
 - Media – Which communication channels will you use?
 - Focus on each individual target group



8 step method

8. Create a budget

Define which resources will be need.(Time, Money, Konsultants, Training, etc)

The costs for the communication plan should be included in the business plan for the change initiative. (Decision makers should understand that the costs of the communication plan are "real" costs of the change initiative".

