



Lesson 5 – Change Models & Methods

(1) The fundamentals

Before proceeding with a proposed change initiative, you need to have clarity with regard to:

- ❖ The organisational **NEED** for the change
 - ❖ The specifics of **WHAT** will change
 - ❖ The **BENEFITS** of the change
 - ❖ The **IMPACTS** of the change
-

(2) The answers to these simple, yet fundamental, questions underpin your whole approach to your change initiative:

- ❖ Why am I doing this - how is it going to benefit the organisation?
 - ❖ How is it going to be different when I've made the change?
 - ❖ How will I know it has benefited the organisation?
 - ❖ Who is it going to affect and how will they react?
 - ❖ What can I do to help them accept it and to get them "on side"?
 - ❖ What risks and issues do I have to face?
 - ❖ What steps do I have to take to make the changes and get the benefit?
 - ❖ How am I going to manage all this so that it happens and I succeed?
-

(3) Change is a messy business fraught with complexity and many things that can, and usually do, go wrong.

- ❖ A good understanding of the multiple factors that must be addressed is arrived at with a change model and methodology that bridges the gap between the high level "big-picture" strategic vision and a successful implementation at the front-line
-

(4) There are a number of change models that are popular and frequently used

- ❖ Popular models include: John Kotter's "8 Step Change Model" and the Prosci "ADKAR Change Model". These, and other models, have great merit and provide a structured focus to the management of a change initiative.
-

(5) There is no perfect model

- ❖ Any model is better than no model
 - ❖ Change models are not mutually exclusive
 - ❖ People will be drawn to an approach - based on one or more models - they feel is most appropriate to their own circumstances
-

(6) The main criticisms that can be made of most models are as follows:

- ❖ They are tactical and project focused
 - ❖ They are not strategic
 - ❖ They are not sufficiently holistic and broad in scope to fully address the human factors that are the commonest causes of failure
 - ❖ The difficulty with change models is that they tend to cover one major aspect or dimension of the totality of what is involved. That does not invalidate any specific model and supporting methodology, but it does leave gaps
 - ❖ There is not a model that sits between the leadership dimension and the strategic review process, and the lower level of project and task-level management and implementation
-

(7) The case for a programme management based model

- ❖ Programme management is a complex and sophisticated methodology designed for large-scale initiatives involving multiple projects running over protracted timeframes – typically 2 –5 years
 - ❖ Some of the concepts, disciplines and processes of programme management directly address the missing areas within existing models
 - ❖ For this reason, I have adapted some of the core concepts and processes, added a preliminary cultural analysis combined with a pre-programme review and planning process utilising my EEMAP process©, and I offer these to you in the Practitioners Masterclass in the form of a simple, programme-based model, designed to fill the strategy–project gap
-

(8) A Composite Change Model

- ❖ In the Practitioners Masterclass I also show how all the change models discussed can be integrated within a composite model - or to put it simply, how they all hang together!
-

You will understand the strengths and weaknesses of popular change models - you will gain understanding of the holistic view- how it all hangs together - can I share a dirty little secret? No-one - not even Kotter or Bridges has a monopoly on change management "truth"... the key is knowing WHAT matters, WHEN it matters.

<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>
