# Change Management Comparison Model

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Simple Question Approach** | What is the change? Why do we need to do this? | Who is going to sponsor this? Who is going to lead this? Who makes up the team? | Where are we going? How might we get there? | Who needs to know about this? What are we going to say? | How do we get others to take ownership, feel empowered, hold each other accountable and take action to make the change happen? | Where do we focus first? How do we celebrate our wins along the way? | How do we keep this going? Have we hit a tipping point/ critical mass yet? How to we spread this? | How do we make this a part of who we are and how we do things around here? What do we need to do to sustain this? |
| | | | | | | | | |
| **Kotter** | **1. Establish a sense of Urgency**<br>-Examine market and competitive realities for potential crises and untapped opps.<br>-Convince 75% of your managers that the status quo is more dangerous than the unknown. | **2. Form a powerful guiding coalition**<br>-Assemble a group with shared commitment and enough power to lead the change effort.<br>-Encourage them to work as a team outside the normal hierarchy. | **3. Create a vision**<br>-Create a vision to direct the change effort.<br>-Develop strategies for realizing that vision. | **4. Communicate the vision**<br>-Use every vehicle possible to communicate the new vision and strategies for achieving it. Teach new behaviors by the example of the guiding coalition. | **5. Empower others to act on the vision**<br>-Remove or alter systems or structures undermining the vision.<br>-Encourage risk taking and nontraditional ideas, activities, and actions. | **6. Plan for and create short-term wins**<br>-Define and engineer visible performance improvements<br>-Recognize and reward employees contributing to those improvements | **7. Consolidate improvements and produce more change**<br>-Use increased credibility from early winds to change systems, structures, and policies undermining the vision. Reinvigorate the change process with new projects and change agents. | **8.Institutionalize new approaches**<br>-Articulate connections between new behaviors and corporate success.<br>-Create leadership development and succession plans consistent with the new approach |
| | | | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Change Acceleration Process (CAP)** | **Leading Change**<br>First and foremost, authentic, committed leadership throughout the duration of the initiative is essential for success. From a project management perspective, there is a significant risk of failure if the organization perceives a lack of leadership commitment to the imitative. | **Creating A Shared Need**<br>The need for change must outweigh the resistance—the inertia in the organization to maintain the status quo. There must be compelling reasons to change, that resonate not just for the leadership team, but that will appeal to all stakeholders. To paraphrase Peter Senge in his groundbreaking book, *The Fifth Discipline*, "Although we are all interested in large scale change, must change one mind at a time," | **Shaping a Vision**<br>Leadership must articulate a clear and legitimate vision of the world after the change initiative. Every journey must have a destination otherwise you are just wandering. The vision must be widely understood and shared. The end-state must be described in behavioral terms – i.e., observable, measurable terms. Not business results, but individual behavior. This might be the single most critical factor in a successful change initiative | **Mobilizing Commitment**<br>Once you have leadership support, compelling logic for change, and a clear vision of the future, you have the necessary ingredients to rollout your initiative. You now begin to execute an influence strategy to build momentum. You leverage the "early adopters," to pilot the project where you face low resistance and can learn from mistakes with a forgiving partner. | **Making Change last**<br>Steps 2-4 are primarily about accelerating adoption of your changes. Steps 5-7 are about making the changes permanent. You leverage early wins, taking the knowledge gained in your pilots and transfer learning's and best practices to your broader rollout. You plan for integrating with other existing, potentially competing, initiatives. You assess what is helping and hindering the initiative. | **Monitoring Process**<br>It is important to plan for measuring the progress of your change initiative. Is it real? How will you know? You need to set benchmarks — realize them – and celebrate! Similarly there must be accountability for lack of progress. | **Changing Systems and Structures**<br>Every business has underlying systems and structures: hiring & staffing, IT systems, training & development, resource allocation, organizational design, SOPs/workflow, etc..) These systems were designed to support the current state of the business. If they are not changed to support the desired, future state of the business they will always push you back to the old way. That's what they are supposed to do. In order to make change permanent you must systematically identify how these systems influence the behavior you are trying to change, and modify them appropriately. Failure to address these systems and structures is why so many initiatives become the proverbial "flavor of the month." |
| | | | | | | | |
| **JCurve** | **Stage 1**<br>At this stage, people may be in shock or in denial. This is when reality of the change | | **Stage 2**<br>As people start to react to the change, they may start to feel concern, anger, resentment | | **Stage 3**<br>This is the turning point for individuals and for the organization. Once you turn the | | **Stage 4**<br>This stage is the one you have been waiting for! This is where the changes start |

| | | | | |
|---|---|---|---|---|
| | hits, even if the change has been well planned and you understand what is happening. They need time to adjust. Here, people need information, need to understand what is happening, and need to know how to get help.<br><br>This is a critical stage for communication. Make sure you communicate often, but also ensure that you don't overwhelm people. They'll only be able to take in a limited amount of information at a time. But make sure that people know where to go for more information if they need it, and ensure that you take the time to answer any questions that come up. | or fear. They may resist the change actively or passively. They may feel the need to express their feelings and concerns, and vent their anger.<br><br>For the organization, this stage is the "danger zone." If this stage is badly managed, the organization may descend into crisis or chaos.<br><br>So this stage needs careful planning and preparation. As someone responsible for change, you should prepare for this stage by carefully considering the impacts and objections that people may have.<br><br>Make sure that you address these early with clear communication and support, and by taking action to minimize and mitigate the problems that people will experience. As the reaction to change is very personal and can be emotional, it is often impossible to preempt everything, so make sure that you listen and watch carefully during this stage (or have mechanisms to help you do this) so you can respond to the unexpected. | corner to stage 3, the organization starts to come out of the danger zone, and is on the way to making a success of the changes.<br><br>Individually, as people's acceptance grows, they'll need to test and explore what the change means. They will do this more easily if they are helped and supported to do so, even if this is a simple matter of allowing enough time for them to do so.<br><br>As the person managing the changes, you can lay good foundations for this stage by making sure that people are well trained, and are given early opportunities to experience what the changes will bring. Be aware that this stage is vital for learning and acceptance, and that it takes time: don't expect people to be 100 percent productive during this time. Build in the contingency time so that people can learn and explore without too much pressure. | to become second nature, and people embrace the improvements to the way they work.<br><br>As someone managing the change, you'll finally start to see the benefits you worked so hard for. Your team or organization starts to become productive and efficient, and the positive effects of change become apparent.<br><br>While you are busy counting the benefits, don't forget to celebrate success! The journey may have been rocky. Certainly, it will have been at least a little uncomfortable for some people involved. But everyone deserves to share the success. What's more, by celebrating the achievement, you establish a track record of success, which will make things easier the next time change is needed. |

| | | | |
|---|---|---|---|
| **Road to Commitment (aka Path to Commitment)** | **Phase 1- Expanding Awareness and Understanding**<br>The goal of Phase 1 is to have a critical mass of the organization comprehend the case for change. The case for change needs to begin to address the following:<br>• Reasons the change is necessary<br>• The intended results of the change<br>• Actions needed to effect the change<br>• The “What’s in it for me” (WIIFM) | **Phase 2- Evoking Belief**<br>The goal of this phase is to have a critical mass of<br>people in the organization believe the following:<br>• The change is good for the organization<br>• The change is good for me (What’s in it for me? WIIFM)<br>• The organization can make the changes necessary to succeed. | **Phase 3- Building Commitment**<br>The goal of this phase is a critical mass of committed employees taking the necessary actions to make the change happen; everyone sees these actions as part of her everyday work. At this point, the individual takes the ownership to implement the change. The individual, not commanded by someone else, initiates actions of commitment. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | • If someone does not believe in any one of the three areas of this phase, he or she stays stalled in compliance or resistance and cannot fully commit to the change. | | |
| | | | | | | |
| **ATD Change Model** | **Step 1. Challenge the Current State**<br>• Gather and analyze data<br>• Establish a strategic imperative<br>• Determine organizational readiness | **Step 2. Harmonize and Align Leadership**<br>• Consider your change leader's qualities<br>• Establish change management roles<br>• Select a change implementation team<br>• Create a compelling change vision<br>• Define alignment | **Step 3. Activate Commitment**<br>• Recognize the Phases of the Change Journey<br>• Prepare for reactions to change<br>• Plan to manage resistance | **Step 4. Nurture and Formalize a Design**<br>Identify actions to address both people and process issues<br>• Design the implementation plan<br>• Select change communication strategies<br>• Conduct a risk assessment | **Step 5. Guide Implementation**<br>• Clarify the change agent's role during implementation<br>• Identify ways to generate short-term gains<br>• Determine ways to increase resilience | **Step 6. Evaluate and Institutionalize Change**<br>• Create a process to evaluate the change effort<br>• Identify ways to institutionalize change elements |