CHANGE MANAGEMENT

Lecturer
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DAY 7
Meeting milestones is not the primary determinant of the success of a change project.

Successful change also involves ensuring employees’ capacity to adapt to and work effectively and efficiently in the new environment. The underlying basis of change management is that people’s capacity to change can be influenced by how change is presented to them. Their capacity to adapt to change can shrink if they misunderstand or resist the change, causing barriers and ongoing issues. The rationale is that if people understand the benefits of change, they are more likely to participate in the change and see that it is successfully carried out, which in turn means
Change Management

- Current
- Transition
- Future

Project Management

Change Management
Curve Theory

Can I cope?  At Last something's going to change!

What impact will this have?  How will it affect me?

This is bigger than I thought!

Did I really do that?

Disillusionment
I'm off!!...this isn't for me!

Who am I?

Denial
Change?  What Change?

I can see myself in the future

Moving Forward

Gradual Acceptance

I'll make this work if it kills me!!

Anxiety  Happiness  Fear  Threat  Guilt  Depression  Hostility

This can work and be good
Change Management Strategy

- Plan
- Team
- Improve
- Measure
- Execute
- Engage

Change Management
Basic Governance Structure for Change

Steering Committee
- Change Sponsor
  - Change Agent
    - Work Stream Owner
    - Work Stream Owner
    - Work Stream Owner
Change Management Process

**Phase 1 - Preparing for Change**
- Design a plan to meet internal objectives
- Prepare internal team with roles and responsibilities
- Identify an internal change management liaison
- Provide sample portfolios and specifics for delivery

**Phase 2 - Managing Change**
- Analyze client portfolios and provide reports
- "Turn-Key Analysis"
- Migrate data and files to the new platform

**Phase 3 - Reinforcing Change**
- Perform hardware comparison
- Host technical workshops and regional events
- Prepare model documentation
Factor Common to successful CM

- Planning
- Defined Governance
- Committed Leadership
- Informed Stakeholder
- Aligned Workforce
Planning

Planning: Critical to successful change is good planning

Planning Context:

- Take stock of their current position;
- Identify what is to be achieved, and what the future position following the change is expected to be;
- Detail precisely the who, what, when, where, why and how of achieving and implementing the change objectives;
- Assess the impact of the change on the organization and the people within it, as well as other stakeholders; and
- Ensure alignment with the organization’s business model/strategy.
Burke Litwin Model

- External Environment
  - Transformational Factors (long term levers)
  - Transactional Factors (operational levers)
  - Individual & Personal Factors (short term levers)

- Mission & Strategy
- Leadership
- Organisational Culture

- Structure
- Management Practices
- Systems (policies & procedures)

- Work Unit Climate
  - Tasks & Indiv Skills
  - Motivation
  - Indiv Needs & Values

- Indiv & Orgn Performance

Burke Litwin Causal Model of Organisation Performance & Change
Weisbord Six-Box Model

Weisbord Six-Box Model: Organizations as Systems
Four Frame Model