

SITTISAK PRUKPITIKUL

STRATEGIC CHANGE MANAGEMENT

STRATEGIC CHANGE MANAGEMENT : TQA CRITERIA

- (1) **Strategic Planning PROCESS** **HOW do you conduct your strategic planning?** What are the KEY PROCESS steps? Who are the KEY participants? What are your short- and longer-term planning horizons? HOW are they addressed in the planning PROCESS? HOW does your strategic planning PROCESS address the potential need for
- transformational change and prioritization of change initiatives; and
 - organizational agility, including operational flexibility?

STRATEGIC CHANGE MANAGEMENT : WHAT

Strategic change management is the process of managing change in a structured, thoughtful way in order to meet organizational goals, objectives, and missions. Change is necessary for organizations to continue to thrive and meet and exceed the competition of industry competitors

Bethany Davis

STRATEGIC CHANGE MANAGEMENT : WHEN

Product Change

Customer Change

Market Change

Major Process Change

Business Model Change

Acquisition of Equal Size Company

Partner Change

Major Technology Change

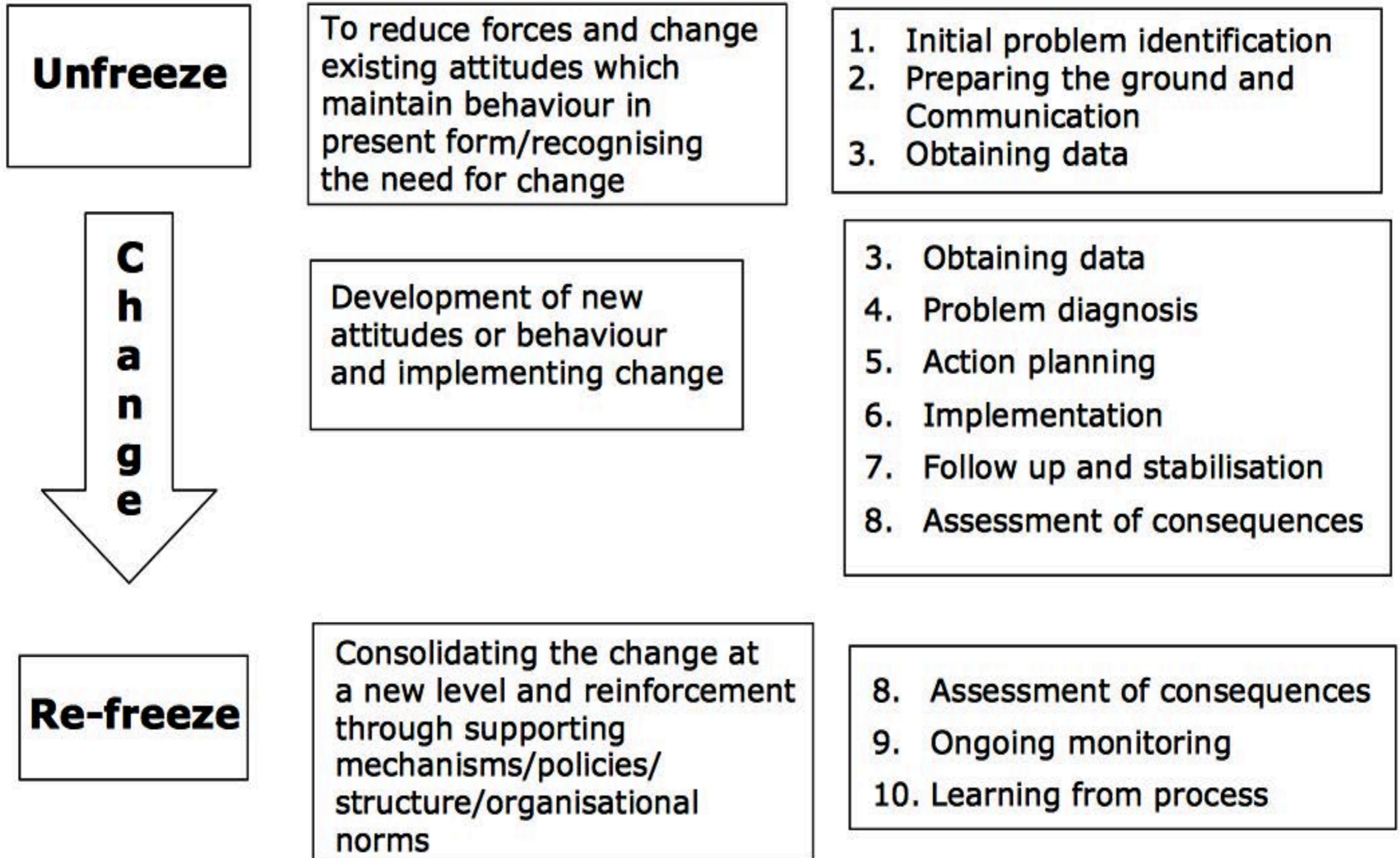
STRATEGIC CHANGE MANAGEMENT : HOW

Kotter's Change Model: This model advocates that companies lead employees through eight critical steps. The eight steps include:

- 1 Establishing a sense of urgency, or making sure that there is a need for the change and that people understand that need
- 2 Creating a guiding coalition of supporters that can help model the new change and work well together as a team
- 3 Developing both vision and strategy, a 'picture' of where the company is going and the steps for how to get there
- 4 Communicating that vision to employees in a way that is easy to understand
- 5 Empowering employees throughout the company to act on making the change possible
- 6 Generating short-term wins or small celebrations along the way to celebrate and encourage success
- 7 Consolidating what is learned from the current change to help the company improve the change process in the future
- 8 Anchoring the change in the corporate culture through strategies, such as making clear links to performance, profit, and customer satisfaction

STRATEGIC CHANGE MANAGEMENT : HOW

Lewin's Framework for Change



STRATEGIC CHANGE MANAGEMENT : HOW

*Albert Einstein said, "Everything should be made as simple as possible, but not simpler." Line of Sight agrees and our experience shows that complex problems often can be solved with simple solutions. Our change management process unlocks **your** solutions and moves your organization forward.*

Our four-phased approach to Enterprise Change Management needs leadership commitment and a sustained effort from a dedicated team to achieve success.

VISION

Assess your organization's current state, sources of change and define your vision for the future

STRATEGY

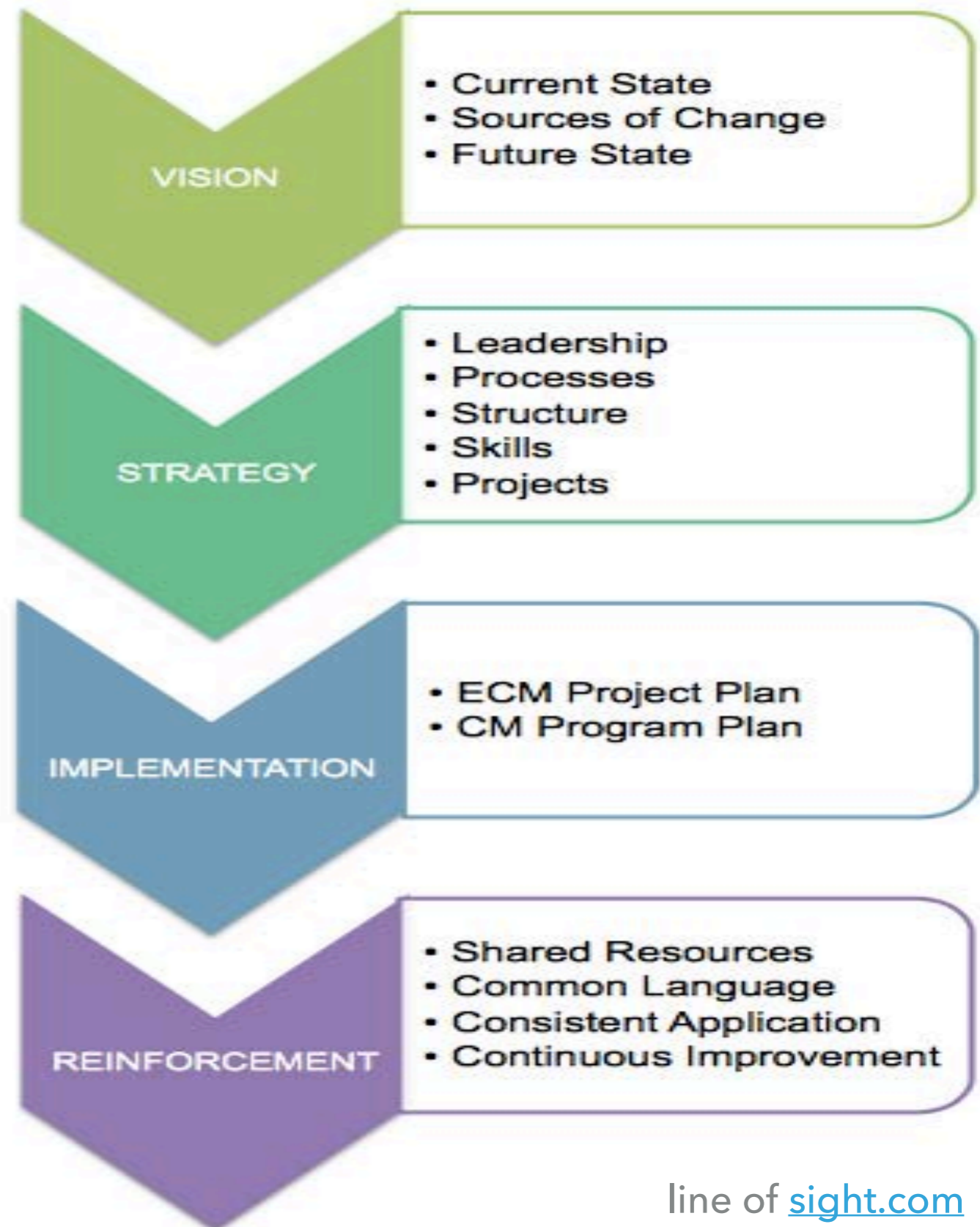
Design your change strategy for leadership, processes, structure, skills and projects

IMPLEMENTATION

Develop and implement your change management plans

REINFORCEMENT

Support the change by collecting feedback and implementing corrective action

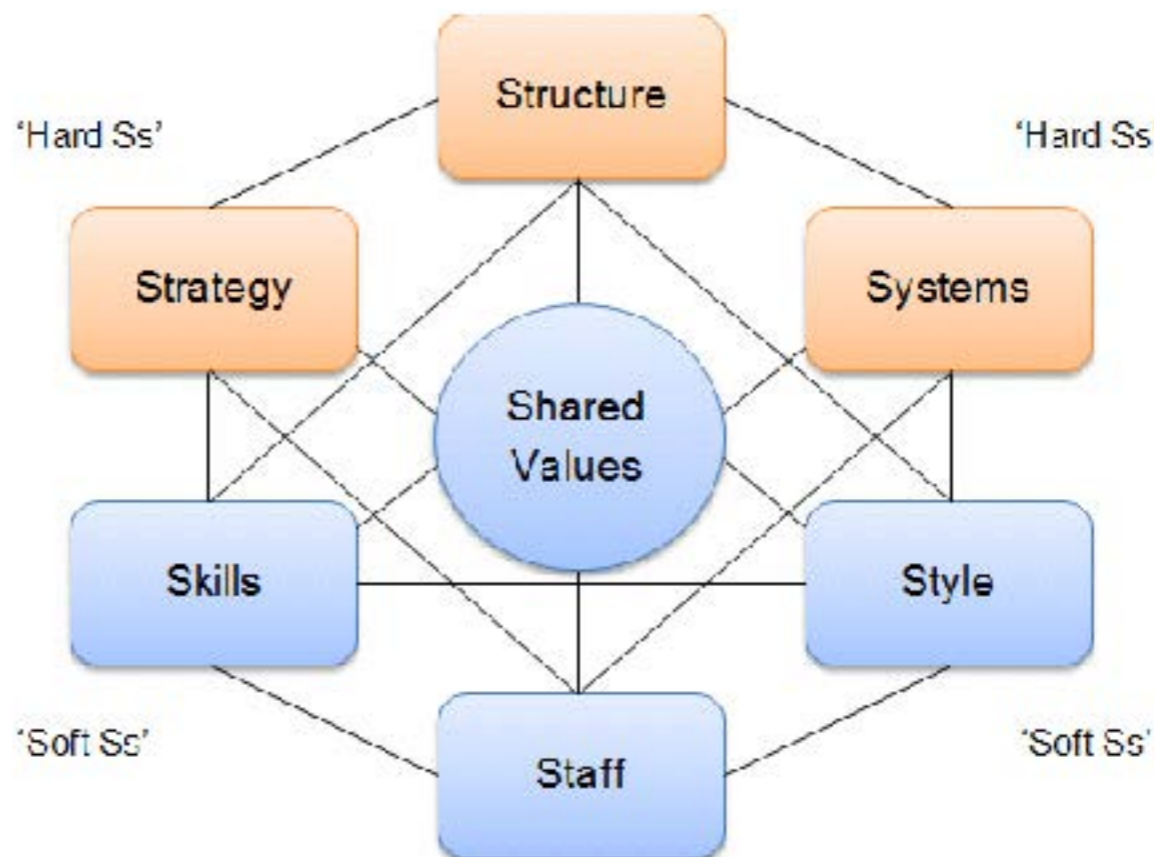


STRATEGIC CHANGE MANAGEMENT : WHAT TO CONSIDER

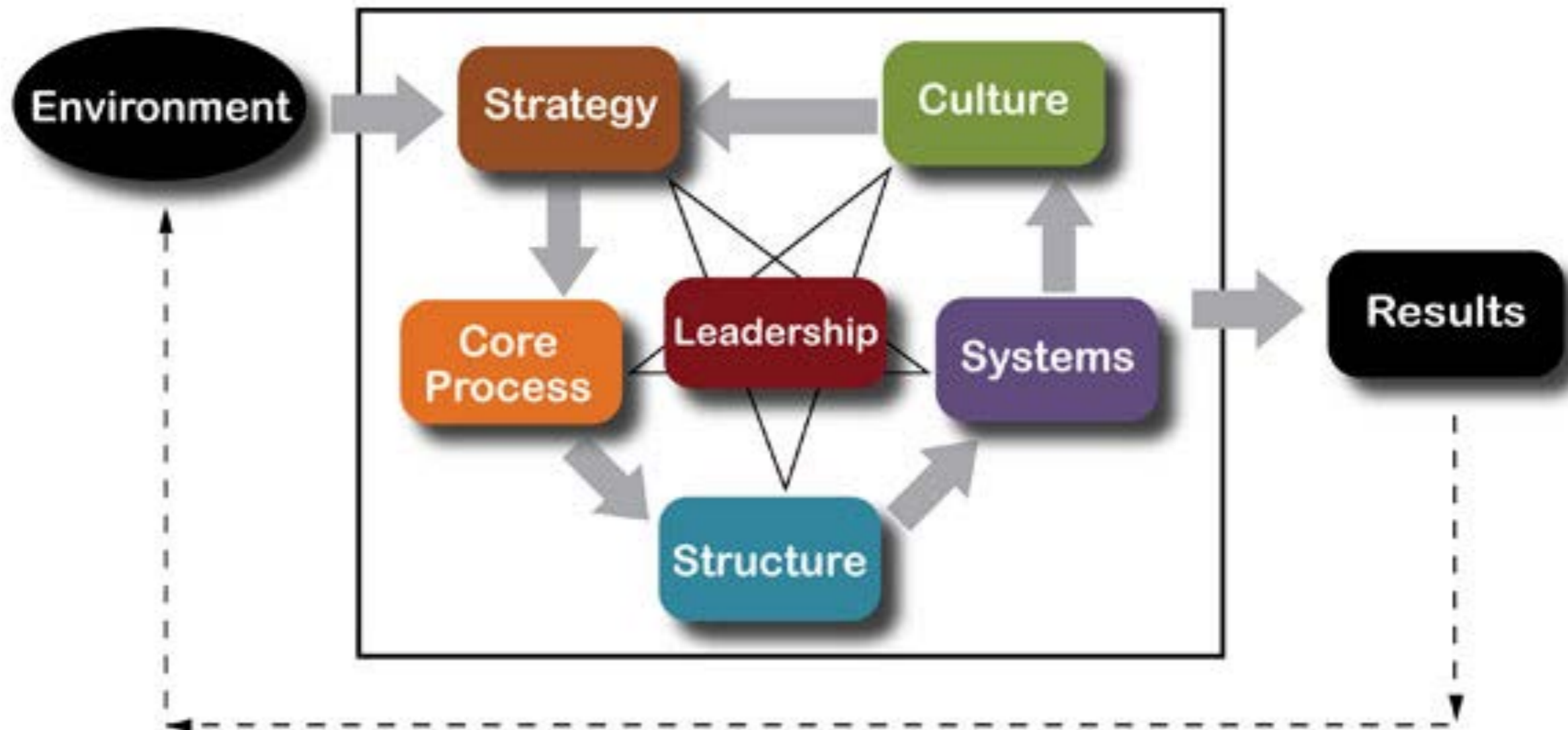
McKinsey 7-S Model

The McKinsey 7-S model offers a holistic approach to organization. This model, created by Robert Waterman, Tom Peters, Richard Pascale, and Anthony Athos during a meeting in 1978, has 7 factors that operate as collective agent of change:

1. Shared values
2. Strategy
3. Structure
4. Systems
5. Style
6. Staff
7. Skills



STRATEGIC CHANGE MANAGEMENT : WHAT TO CONSIDER



STRATEGIC CHANGE MANAGEMENT : BEST PRACTICE

Figure 1.1: Change Management Best Practices



STRATEGIC CHANGE MANAGEMENT : BEST PRACTICE

Senior leaders need to be sponsors of the change, as stakeholders tend to respond more positively to messaging from this group.

Reinforce change through organizational structures:

- Policies
- Procedures
- Systems

- Who will collect and analyze the data?
- How and when are data collected?
- What will organization do with the results?

Communication should:

- Occur repeatedly and through multiple channels
- Include opportunity for questions and feedback
- Be tailored to specific recipients

Change management plan key components:

- Vision and goals
- Stakeholders
- Resources
- Time-specific milestones
- Communications tools and strategy, including key messages
- Metrics
- Roles and responsibilities
- Results from change readiness or risk analyses (if applicable)

STRATEGIC CHANGE MANAGEMENT : SUCCESS FACTOR

ADKAR Elements	Factors Influencing Success
Awareness of the need for change	<ul style="list-style-type: none">• A person's view of the current state• How a person perceives problems• Credibility of the sender of awareness messages• Circulation of misinformation or rumors• Contestability of the reasons for change
Desire to support and participate in the change	<ul style="list-style-type: none">• The nature of the change (what change is and how it will impact each person)• The organizational or environmental context for the change (his or her perception of the organization or environment that is subject for change)• Each individual person's situation• What motivates a person (those intrinsic motivators that are unique to an individual)
Knowledge of how to change	<ul style="list-style-type: none">• The current knowledge base of an individual• The capability of this person to gain additional knowledge• Resources available for education and training• Access to or existence of the required knowledge
Ability to implement required skills and behavior	<ul style="list-style-type: none">• Psychological blocks• Physical capabilities• Intellectual capability• The time available to develop the needed skills• The availability of resources to support the development of new abilities
Reinforcement to sustain the change	<ul style="list-style-type: none">• The degree to which reinforcement is meaningful and specific to the person impacted by the change• The association of the reinforcement with actual demonstrated progress or accomplishment• The absence of negative consequences• An accountability system that creates an ongoing mechanism to reinforce the change