

# SCRIPTS – MANAGING CHANGE

## Cover Page – Slide 1

I welcome you all to this exciting session on Change Management.

## Learning Outcomes – Slide 2

At the end of this session, it is my belief that we would have achieved the following Learning Outcomes:

1. Describe the concepts of change management.
2. Discuss the challenges associated with managing change, and
3. State the reasons why change management fails.

## Introduction to Change Management – Slide 3

Change is triggered in Organization, Processes, Individuals etc. usually in the ways of doing things either because of global crises, business expansion, change in strategies, renewed vision and mission ***statements, epidemic, technological and business enhancement amongst others***

Change is an ongoing continuum for which necessary strategies and modalities need to be put in place for effective management and coordination of people at workplace.

Change is a general transition of something or phase to another state or condition.

Dictionary dot com also defines change as a 'transformation, or modification, alteration. Change could also mean replacing (something) with something else, especially something of the same kind that is newer or better; substitute one thing for (another).

So, what then is Change Management? It is the discipline that guides how we prepare, equip and support individuals to successfully adopt change to drive organisational success and outcomes.

**Change Management** is a systematic approach that includes dealing with the transition or transformation of organizational goals, core values, processes, or technologies.

## Types of Organizational Change – Slide 4

There are three common types of organizational change as follows:

1. Developmental Change
2. Transitional Change
3. Transformational Change

So, we would look at them in details:

### 1. Developmental Change.

This is a type of organizational change that improves and optimizes on previously established processes, strategies, and procedures. It may be either planned or emergent; it is change that enhances or corrects existing aspects of an organization, often focusing on the improvement of a skill or process.

Examples include:

- a. Increasing sales or quality,
- b. Interpersonal communication training,
- c. Simple work process improvements,
- d. Team development,
- e. Problem-solving efforts,
- f. Addressing decline in employee productivity, and
- g. High regrettable attrition rate.

### 2. Transitional Change.

This is a type of change that moves an organization away from its current state to a new state to solve a problem. This form of change seeks to achieve a known desired state that is different from the existing one. It is episodic, planned and second order, or radical.

Examples are:

- a. Re-organizations
- b. Simple acquisitions
- c. Creation of new products or services that replace old ones
- d. IT implementations that do not require significant shifts in culture or behavior.

This type of change radically and fundamentally alters the culture, core values and operations of organizations. It requires a shift in assumptions made by the organization and its members.

### 3. Transformational Change.

Transformation can result in an organization that differs significantly in terms of structure, processes, culture, and strategy.

Examples include:

- a. Complex Mergers and Acquisitions
- b. The transformation of traditional channels of business to virtual and electronically facilitated one, and,
- c. Radical rebranding.

### Contributors to Change – Slide 5

There are five (5) key contributors to Managing Change, they provide clarity on the expectations, project scope and responsibility for change managers. They are as follows:

- a. The Sponsor (Senior Leaders)
- b. Champion (Leader)
- c. Change Agent (Human Resources)
- d. Stakeholder (Employees), and
- e. Liaison.

The roles and responsibilities of the Sponsor are as:

- a. Has the overall responsibility for the organization.
- b. Has authority over the project and over the individuals who will implement the change.
- c. Provides funding, resolves issues and scope changes.
- d. Approves major deliverables and provides high-level direction, and,
- e. Create a clear vision, identified goals and measurable outcomes for the change-initiative.

The roles and responsibilities of the Leaders or Champions are as:

- a. Has the overall day-to-day authority.
- b. Provides the Sponsor with information about the issues and challenges.
- c. Engages and involves the right people available.
- d. Brings the change vision to life, and,
- e. Encourages (and sometimes enforces) new and desired behaviors.

The roles and responsibilities of the Change Agents or the Human Resource are as:

- a. Advise and guide the Champion and Sponsor throughout the change initiative
- b. Focus on assisting, advising, and coaching the Sponsor and Champion in the change effort.
- c. Act in several roles – data gatherer, educator, advisor, facilitator, or coach.
- d. Has no direct-line authority to or over the Sponsor or Stakeholders.
- e. Act as subject-matter-experts in the change management process.

The roles and responsibilities of the Stakeholders are as:

- a. Carryout instructions
- b. Provide feedback to shape the initiatives

### **Reasons for Change – Slide 6**

The following could be reasons for change in a company or organization

- a. Implementation of a New Technology
- b. Mergers & Acquisitions (M&A)
- c. Change in Leadership

### **Challenges in Change Management – Slide 7**

The following have been identified as challenges to Change Management:

- a. Employee Resistance
- b. Communication Breakdown
- c. Staff turnover during transition
- d. Budgetary constraint
- e. Skills Gap
- f. Insufficient time devoted to training

### **Why Change Management Fails – Slide 8**

In a survey (April 2020) with nearly 3,000 executives about the success of their enterprise transformation efforts, McKinsey found the failure rate to be higher than 60%. “More than 60% of enterprise transformation efforts are unsuccessful” (McKinsey) due to the following reasons:

1. Lack of Buy-in.
2. Lack of Planning.
3. Lack of Vision.
4. Unforeseen Setbacks.
5. Lack of Effective Communication.
6. Resistance.
7. Lack of Commitment.
8. Lack of Consensus.
9. Effects of Adopting New Technology.
10. Lack of Effective Leadership.
11. Lack of Resilience.
12. Neglected Stakeholders.

## Conclusion – Slide 6

Hey, so in the past few minutes, we have been able to look at:

1. Concept of Change Management
2. Types of Organizational Change,
3. Contributors to Change,
4. Reasons for Change, and
5. Challenges in Change Management.

So, in conclusion, I would like to borrow the words of Lisa Bodell, where she stated that, “Change cannot be put on people. The best way to in still change is to do it with them. Create it with them. “

Thank you and I will see you again in the next session. Stay Safe. Bye

