

## WHAT IS CHANGE?

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Change has many meanings, however it can be defined as,

*'Moving from one state to another'*

Often people speak about change as if it means one thing, or one type of change when it can have many definitions, depending on the circumstances.

There are different types of change that exist:

- Strategic – changing business direction (vision), products or services
- Technological – introducing new software, or IT systems
- Structural – restructures, mergers or relocations

All of these types of change can affect people in different ways and will often require a change in the attitudes/behaviours of people, for example, having to think differently, or having to change the way they view situations, or having to develop new ways of doing things to make the desired changes happen.

### RESISTANCE TO CHANGE

So when change occurs, depending on what it is and how it affects people, you will get some level of resistance - it is human nature.

To manage resistance it is imperative that change is introduced and implemented in a way that brings people with you, rather than encouraging them to resist. The way we introduce, lead and support people through the transition makes all the difference. The transition is the psychological process that people go through in order to come to terms/accept the new situation/change, and change management processes help people to move through this process as smoothly as possible.

### WHAT IS CHANGE MANAGEMENT?

*'Change management is the application of a structured process and set of tools for managing the 'people' side of change to achieve a desired outcome.'*



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When your business starts any type of project, it will create change.

*'Every project is a change and therefore every change is a project.'*

Projects often impact on how specific staff do their jobs, requiring them to change some of their behaviours, or use new tools or technologies, or follow new processes. Most change ultimately causes a group of individual staff to do their jobs differently.

The ability of a project/initiative to deliver your desired results is totally connected to the ability of individuals to do their jobs a new way.

Your new processes will only deliver value if staff follows them, and your new tools will only deliver value if staff use them.

#### **SO WHAT ARE THE STEPS TO CHANGE MANAGEMENT?**

Firstly, leaders and their people need to understand and appreciate the psychological stages people experience when going through change. This is a foundational platform from which to commence any change process.

Then you need to explore how you are going to introduce and implement the change. What are the steps? It's a bit like the importance of a recipe when cooking. You have your ingredients, but you also need a method or steps to work through to create your dish, or in this case, your change.

There are many different models around that can help you make change happen. They provide the steps to the process. However you need to recognise and accept that all businesses are made up of people, and the behaviours and attitudes of these people can influence the success of a business, and people can behave very differently from one another depending on the circumstances.

In a broad sense here is one model we utilise when introducing change – the PIE model.

The PIE model has three very important phases and they all require considerable planning, time and team collaboration for them to be effectively implemented.

- **Prepare for the Change** – Why we are changing, the sense of urgency for change, a vision for this change, determining how to manage the resistance from people
- **Implement the Change** – What will happen, when and by whom?



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- **Embed the Change** – Develop the new processes or structures required to support this change to ensure that the new way is cemented in how you do things on a daily basis



#### **BENEFITS OF CHANGE MANAGEMENT PROCESSES**

Research has shown that 70% of change initiatives in business' fail. Resistance by key stakeholders is a key reason for why change fails.

When change fails it costs time and money.

A planned change management process will reduce resistance to your change. Without it people will attempt to block it, undermine it and perhaps even stop it if enough people get together and focus on making this happen.

When a change solution is effectively designed, developed and delivered (technical side of change) and that solution is embraced, adopted and used by impacted employees (people side of change) you have successful change implementation.

No matter what type of change you are attempting to implement, it is imperative that people are treated with the same importance as the actual change itself.

To deliver meaningful and sustained change, it is critical to use a structured and intentional approach for both the technical side and the people side of change.