

## Seven part change framework

### Introduction

The framework presented here builds on the three essential aspects of successful change: leadership, people, and planning. In the graphic below you'll see people and planning in each of the seven parts. Leadership, the third aspect, must be evident throughout. The planning aspect is the first item shown in each part and the people aspect is the bracketed item in each part. However, in the day to day world two things happen:

1. The parts do not follow each other in a neat sequence. It's much messier than this.
2. You are doing various people things in many, if not all, parts. The graphic indicates where the focus of the people aspect should be in each part. So, for example 'communication' should not be restricted to 'deliver' but you will want to focus much more on it in this part.

Nevertheless the framework provides a useful reference for you as it shows you what needs to be considered, in a 'best case' sequence.

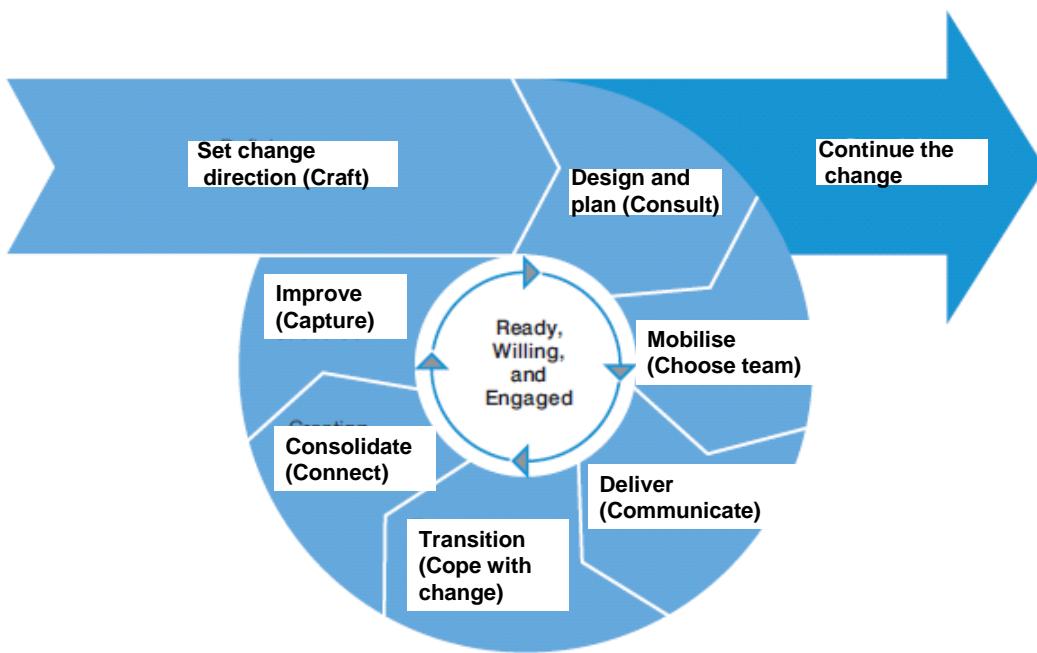
### Why use this tool

Remember the adage "All models are wrong. Some models are useful". The model below is a useful tool that should not be slavishly followed. As stated above it provides a good 'back pocket' reminder for you in your change management work.

### How to use this tool

Look at the graphic below and the table beneath it that expands on each of the items. Consider the value of building each of the steps into your change approach. Ask yourself what the benefits are of being systematic in the way this model and framework suggest? What are the downsides?

# Organization Design



Leadership	<b>Planning</b> Set Direction: In this first part of the change project you are answering the question 'Why must we do this?' You have to present a 'burning platform' or sense of urgency that people understand. Along with this you need to paint a clear, concrete, and actionable picture of what benefits the change will bring to individuals and the organisation.	<b>People</b> <sup>1</sup> Craft: Every type of organisational change needs directing towards the business strategy. Agreeing the direction, creating realistic and achievable objectives, thinking through the 'what-ifs' and unintended consequences requires multiple stakeholder effort, skill and commitment to define.
	Design and plan: Successful change draws upon project management disciplines. and as with any journey, it is important to plan the route. Employee involvement must take place in the context of clearly defined milestones and rigorous project management	Consult: Successful change requires real consultation with all key stakeholders, most notably affected employees. One-way information provision is not enough to win support for change and can often isolate key stakeholders. Make sure that employees, unions, and other stakeholders, including customers and suppliers, are consulted and involved.
	Mobilise: Confirm you have the resources (time, equipment, people, stakeholder support, budget, etc) to deliver the planned change.	Choose: the right team to make change happen. This is critical to success. Managing change requires leadership and different mixes of skill, capability and experience at different phases.

<sup>1</sup> This column adapted from the CIPD report *HR: Making Change Happen*

# Organization Design

	<p>Deliver: Focus on getting short term measurable and communicable results quickly.</p>	<p>Communicate: There is a vast range of communication strategies and techniques available, and choosing the right techniques at the right time is an important capability. Communication has to be accurate, meaningful, regular, transparent, consistent, coherent, up-to date and cascaded throughout the organisation.</p>
	<p>Transition: If you can, begin transitioning in small autonomous units where you can monitor the effects and take actions to keep things on course. (Essentially a pilot process).</p>	<p>Cope: Change can be stressful both for those affected by it and for those that are making it happen. People tend to pass through a cycle of emotions when experiencing change, and knowledge of this cycle can help manage some of the issues that might arise. Effective managers anticipate potential problems related to coping with change and put in place mechanisms for dealing with them.</p>
	<p>Consolidate: The change will not succeed unless you align all organisational elements behind it. Continuous improvement that follows the planned project is the goal – this means looking at things like policies, reporting relationships, rewards – and revising them to support the new world.</p>	<p>Connect: Effective re-organisation avoids piecemeal approaches to change, setting restructuring within the organisation-wide context. Changes of systems, structures and the 'soft' people-related and cultural aspects of the organisation must be carefully synchronised with each other and with the overall strategy.</p>
	<p>Improve: If you're using a project management approach you'll be doing regular reviews of progress through the standard monitoring and tracking methods. Use the information from these to make course corrections. If you are not using project management approaches take the time and make the effort to do a rigorous review.</p>	<p>Capture: Successful restructuring and change relies on change team members bringing deep experience and knowledge of change from both within and outside of the organisation. Learning how to do things better, both from your own experiences and from those of others helps you develop techniques to sustain the change.</p>