

Study Guide Tips: Change Management

CUNA Management School



It can be helpful for organizations to build internal change readiness and capacity to deal with changes such as **evolving market/consumer preferences**, **rapid advancement in technologies**, and **changes in the regulatory environment**.



Change Management as a Process

Effective change management follows a repeatable process and uses a set of tools to drive successful change.



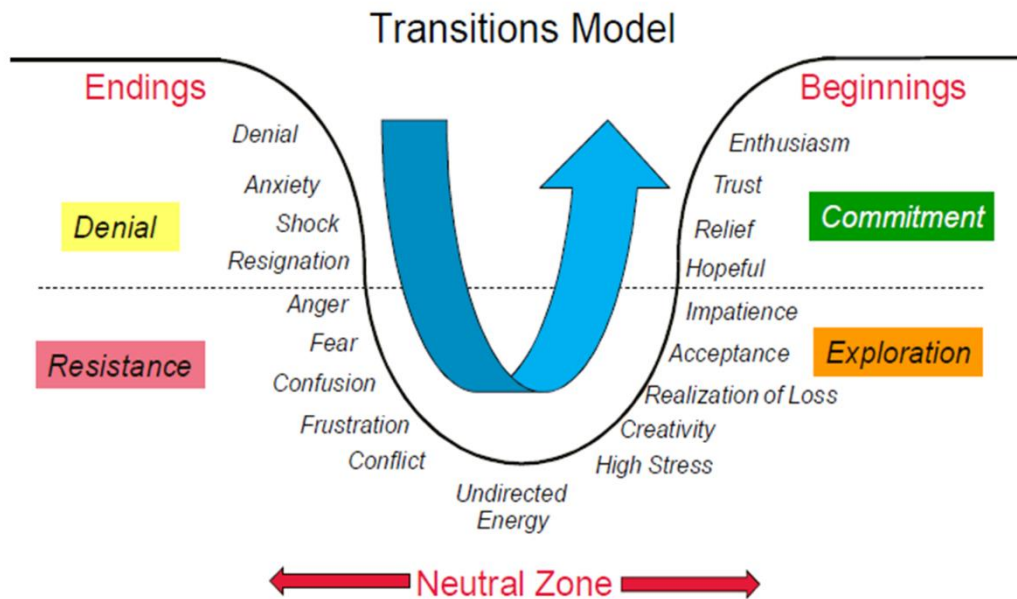
Change Management as a Competency

As a competency, change management is a set of skills that enables change and creates a strategic capability for increasing organizational effectiveness.



When implementing organizational change initiatives, the most common obstacle organizations face is **employee resistance**, followed by **communication breakdown**

The William Bridges Transitions model helps us understand the stages or phases people often go through as they process a change. Stage 1 is called “Endings and is characterized by feelings of denial, shock, and anxiety. Phase 2 is called the neutral zone and is characterized by feelings of undirected energy or uncertainty, and phase 3 is called beginnings which is characterized by feelings of acceptance, hope, and even enthusiasm for the change.



Prosci’s ADKAR model illustrates the five conditions that must be in place for a change to be successful, and helps us identify the change barrier point, the stumbling block or obstacle that must be addressed first for the change to move forward successfully.

- A
- Awareness** of the need for change
- D
- Desire** to make the change happen
- K
- Knowledge** about how to change
- A
- Ability** to implement new skills and behaviors
- R
- Reinforcement** to retain the change once it has been made

Prosci

Kotter's 8-Step Change Process Model serves as a roadmap for planning a successful change initiative. The 8 steps in order include:



We can sustain a change effort through breaking goals into smaller achievements or wins along the way, and we can use coaching questions to help support our team members as they process the change.

Continuous improvement is an important part of building change capacity and readiness both at the organizational and personal level, so capturing lessons learned is an important follow up step in a change initiative

