

Leading People through Change

Change management should consider the human side of change, involving communicating effectively, supporting reactions, addressing resistance and barriers, and providing people with the tools to transition effectively.

It is easy for project teams and even change management teams to become focused on the work that they are doing such as scoping a project, determining resource needs, creating a work breakdown structure, conducting readiness assessments, crafting a communication plan. While these activities are important, one must never lose sight of what truly drives success - individuals adopting a new way of doing their work.

The ADKAR Model (Prosci, 1996-2007) describes the five building blocks of success. It provides an outcome orientation to change management work. Whilst the tool used might be communication or training or coaching, the outcomes required for successful change are:

Awareness

I know why the change is needed.

Desire

I've made the personal decision to participate and support the change.

Knowledge

I know how to change and what to do after the change is in place.

Ability

I can demonstrate the skills and behaviours required by the change.

Reinforcement

I believe there are factors in place so the change will be sustained.

Effective change leaders are often described as getting the human side of change right. Consider the following leadership actions when navigating your team through change and uncertainty:

- **Communicate well** - are open in conversations with their people and embrace them in finding win-win solutions to change.
- **Have a clear vision** - understand where the business is going after doing collaborative visioning work with their people.
- **Are consistent** - every activity within a change process is delivered in line with a fair, trusted and honest plan — no exceptions.
- **Are trusted** - their people know their leader/s care and is doing the best they can for the good of as many as possible.
- **Plan well** - have considered all options; have decided the best value case and have checked what will and what won't work — no surprises.
- **Have a disciplined approach** - stick to the planned process and timescales for the changes to be made.
- **Stick to their guns** - do not shift from the agreed plan, whatever emotional pressures they face.
- **Treat people well** - honour people for themselves and treat them with respect and dignity in these often tense times.
- **Are results focused** - make decisions based on true value-creation and use that very objectively as their overriding goal.



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