

Session 3 Notes: Change Management

Change management is a structured approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at helping employees to accept and embrace changes in their current business environment.

Aim of Change Management

- To manage the implementation of change so that reform is introduced willingly, with minimal disruption, with broad acceptance, with understanding, with enthusiasm, with rapidity.

Stages of Change Management

- Awareness raising
- Project planning
- Education and training
- Implementation Support
- Post implementation training

Methods of Change Management

- High-level support for change – political mandate if possible
- Senior management commitment – contractual if possible
- Legal mandate – to reinforce importance and provide certainty
- Project team formation – separates change team from routine work
- Client representatives – gives clients a stake in the reform process
- Communication strategy – Oral briefings, publications, email, web-sites, press articles
- Education strategy – classroom training, training manuals, web-based training, general briefings, on-the-job training

Barriers to change implementation

- Lack of high level support / high level opposition to change
- Lack of need for reform
- Lack of clarity regarding project objectives
- Lack of self-belief by project managers
- Operational concerns by existing staff
- Doubt about organisational capacity and determination to deliver
- Fear of redundancy / redeployment
- Budget constraints
- Legal obstructions
- Staff resistance to change
- Skills deficiencies
- Work overload

- Inadequate training

Lessons from our experience

- Get political mandate / top level sponsorship
- Articulate the purpose of the reform
- Have a clear vision of the desired changes and end state
- Form a project team with sufficient expertise
- Support departments with dedicated client officers
- Work on-site in client premises