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ORGANIZATIONAL CHANGE MANAGEMENT

ENTERPRISE PURSUITS

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PROFITABLE CHANGE MANAGEMENT

According to The Harvard Business Review, organizational change fails 70% of the time.[1] This begs the question, "How can change be implemented and succeed?" At Enterprise Pursuits, we specialize in ensuring change projects are successful 100% of the time. To do this, we follow a path of research and real-world implementation that has been found to ensure the successful adoptionation of any change project.

Implementing successful organizational changes is paramount to a thriving corporation in the 21st century.[2] Companies are seeing some of the most exciting and profitable business solutions ever. Implementing various technologies allows

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[1] Nitin

[2] AI

Changes without OCM ■ **Changes with OCM**

Chart Title

Sucess Rates
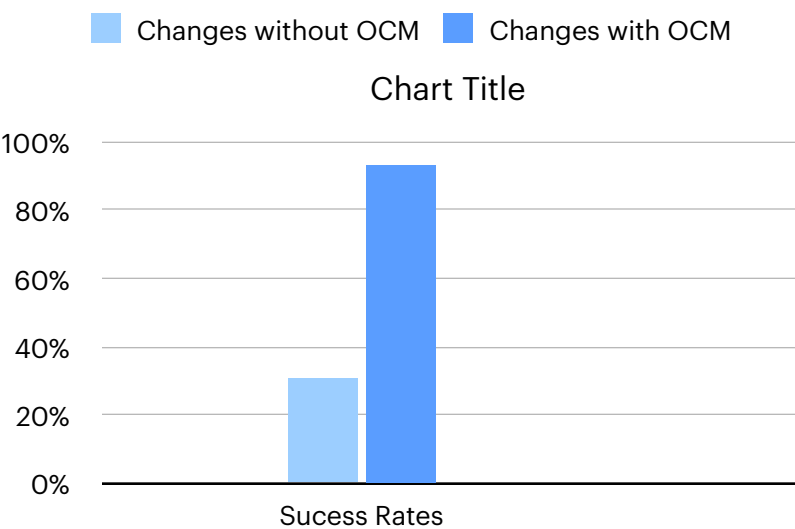
workers to be more productive and reduces company overhead, with many roles applicable to remote work. Organizations can either adapt to change or fail.

We've seen it before, and it will happen again. Don't become the next Block Buster, Kodak, or Sears.[3] Block Buster refused to accept the digital age as the future and shift its products toward streaming services, losing their market share to Netflix. Kodak had cutting-edge technology and developed the first digital camera but refused to invest fully in its invention, putting it at a disadvantage, and eventually, it was left behind. Sears was once on the cutting edge of technology, popularizing catalogs. Still, when the next logical step presented itself in the 21st century, they were overrun by a company that was started in a garage. Amazon focused on e-commerce, utilizing Sears' own catalog strategy, which was repackaged for the digital age.

The ability and willingness to adapt and evolve sets genuinely successful companies and failures apart. However, corporations must be willing to rock the boat to achieve this. They must identify the technologies, strategies, people, and resources to strengthen their current position in the industry. Then, they must implement the needed change quickly and successfully.[4] Since 70% of these change initiatives fail, many organizations opt to keep up with the status quo.

It's important to remember that high-quality change management techniques bolster a corporation's chances of success six times more than a business implementing the

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[3] Chad

[4] Tim

change without a proven, defined process.[5] The aim should be to implement the needed change quickly while following a proven procedure that generates success.

OUR GUIDE TO SUCCESS

Our process has been defined by research and refined in the business world through various successful change implementations for conglomerates and small businesses alike.[6] Viewing change from the lenses of the end-users most affected by transformation is a crucial point to successful adoption that many firms and consultants must pay attention to. In tandem with our six-point plan, this can elevate change and ensure the desired shift for successful change.

Channelize Change: 6 Stages to Successful Adoption

1. Executive Engagement

2. Effective Communications

3. Differentiated Training

4. Resistance Governance

5. Promoting Advantages

6. Change Practitioners

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[5] Michael

[6] Al-Haddad Et al.

EXECUTIVE ENGAGEMENT

Successful change programs engage a top-down approach.[7] Executives must be on board with the change and enthusiastic about the company's future direction. Modeling leadership is essential for engaging mid-level management and employees affected by the transformation. This also shows the company that leadership is practical and understands the challenging environments in which we find ourselves. Stewarding in necessary changes and guiding the business through choppy waters settles the ship in the storm. The organization craves this leadership, and an executive who guides the boat reinforces the positive impact of the transition on the company's well-being and the employees' welfare. Executive Engagement should be creative and fun at times by sponsoring departmental contests, providing lunch and learns, off-the-cuff assemblies, and giving swag bags, to name a few strategies. It's important to show everyone under executive leadership that this initiative is paramount to the success of the individual and the organization.

EFFECTIVE COMMUNICATIONS

Communicating the change initiative at the proper times and through the correct channels can make or break a change plan.[8] Micro-learning is one of the most effective communication

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[7] Ashkenas

[8] Ellis, Et al.

tools organizations have; however, many change plans overlook entirely its importance. The audience must be carefully chosen for each message to correlate with the proper timing. Comms must be direct and honest, coming from a source of authority within the organization. Middle management communications must be tailored to them and provided before rank-and-file employees receive their messaging to ensure a top-down approach and prepare the change at each level. Choosing the correct organizational change message at the best time and tailored to the proper audience is the gold standard of robust communications.

DIFFERENTIATED TRAINING

Training must be differentiated according to organizational and departmental culture per the introduced change project.[9] Employees must understand how to successfully implement the change and their roles and responsibilities within the project. If the change requires a hands-on approach, then the trainer needs to monitor and supervise the process to ensure a clear and concise understanding of how to implement the change successfully. Although this approach might need to be tweaked if coaching isn't viable, quick reference guides or micro-videos might be more applicable. Different situations call for varying approaches to applicable training modes. What's essential and cannot be overlooked is modifying the change training program to the change initiative's needs and desired learning outcomes. By ensuring adoption meets proficiency, the change consultant can recognize a return on investment as the end-user will have the knowledge and ability to perform their duties more effectively.

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[9] Fionnuala

Resistance Governance

Resistance must be governed by first understanding the root cause of the pushback and how to mitigate it properly.[10] By leveraging change practitioners, we can root out the various forms of resistance and understand what is important at the organizational level. Having a change consultant who is not the employee's direct supervisor or a member of the human resources team allows the company's employees to engage in conversation more openly and freely. Resistance can often be discovered when conducting a gap analysis; however, it is frequently caught during the change process from a comment during a meeting, on a survey, or in a focus group. Understanding where to prob and when to dig deeper is a learned skill that consultants hone over time. Mitigating resistance is an art that can positively or negatively impact a change program, depending on the approach taken. Our employee-centered approach provides an understanding of the proper methodology to implement at the correct moment, lessening or eliminating the resistance.

Promoting Advantages

Many organizations fall into the same trap of explaining to the end user all the advantages the change initiative will have on the corporation.[11] However, describing the positive impacts the change will have on the

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[10] Obina

[11] Kasemsap

employees and middle management is imperative. Change should be a positive experience that people are looking forward to because it will reduce workload, increase production time, allow more time away from the office, and spur on bonuses, to name a few perks. When workers feel the change will benefit them and the organization, they look forward to and champion it. Everyone can be a change champion, but they must understand it's beneficial directly to their role and responsibility. Then, they will feel the company is looking out for their well-being and, in turn, seek the organization's welfare.

Change Practitioners

As mentioned, everyone can be a change champion and excite others about the upcoming transition, but change practitioners are carefully selected individuals.[12] They must be well respected among their peers as this will ensure credibility is established. They must be comfortable telling the consultant what they don't like about the project and what others have told them they don't like. This information harkens back to mitigating resistance. Furthermore, they will act as super-users and be trained before the other groups; they should be the first point of contact if questions arise. They are peer mentors, not trainers or management, and they get to adapt to the change first while providing critical data about what needs to be tweaked on the change management plan by the consultant. Change Practitioners are essential in coaching, improving, mentoring, and championing the change process.

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[12] Kannangara

Conclusion

Organizational Change Management can increase profits and return on investments if appropriately implemented. Channelizing change through implementing the six stages of successful adoption will increase ROI by minimizing the risks corporations take when implementing an OCM Plan. Research has concluded that implementing executive engagement, effective communications, differentiated training, resistance governance, engaging change practitioners, and promoting the advantages of the change project for the end user will ensure a successful implementation. However, it is critical to understand that real-world business implementations have found that employing an experienced change consultant can reduce the negative impacts commonly seen over time.

Enterprise Pursuits has found there is an art form to consulting organizations on how to navigate a changing environment best. When specific issues creep up, such as lack of engagement, managing multiple changes, lack of clear measurable goals, and sustaining the change, it takes an experienced expert with a firm grasp of how to address these obstacles and turn them into wins. All businesses can benefit from a seasoned change consultant, whether small or large. All solutions should be tailored to the client's needs; a small business might need a change plan and ghostwritten communications, while a large corporation might need a change consultant to engage with the project on a full-time basis, waking them through the entire change process from inception through sustainment that can last years after the project concludes.

Improving the change initiatives' success rate to 95% and ensuring a lofty return on investment should be enough to bring in a change consultant. Organizations often employ a few full-time change practitioners, but they can become quickly overwhelmed by taking on too many projects and wearing themselves thin. To mitigate this, an outside

consultant can reduce the internal workload. Outside consultants can also provide an objective view of an organization through a different lens, providing meaningful feedback that insiders are often blind to. Just like a proofreader usually needs to catch a typo that a writer's brain has become blind to, outside consultants provide a fresh look at the culture and practices that can be tweaked to ensure success. Working with different clients on different changes provides an understanding of what works well and will fail. Provide your company a fighting chance at a change project and ensure success by consulting a change expert.

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