

An OAD LLC Report

Leading Change A Behavioral Perspective

Recognizing the need for change whether it be organization wide, by division, or by department can often be a frustrating experience. Active resistance, passive-aggressive resistance, or general apathy leaves a manager or executive with mid-afternoon headaches, and then going home to kick the dog.

While change will always be an arduous process (i.e. working with human beings), it can be implemented more smoothly if the executive understands that a lot of pre-planning has to be done before actual changes will take place.

Secondly, there has to be constant oversight. Never assume something is going to happen just because you told the right people you wanted it.

Lastly, rewards have to be given to the achievers. "If you accomplish this, you get to keep your job" is not a reward.

STAGE	ACTIONS NEEDED	PITFALLS
Examine marketplace and competitive realities for necessary change. Convince management of the danger of status quo.	<ul style="list-style-type: none"> Establish a sense of urgency 	<ul style="list-style-type: none"> Underestimating the skills of management and other employee's ability to execute. A risk averse culture.
Create a vision	<ul style="list-style-type: none"> Outline where to go and how to get there. Outline strategies for accomplishment. 	<ul style="list-style-type: none"> Presenting a vision that is too complicated or too vague.
Put together a team that can create solutions, establish assignments, timetables, and accountabilities.	<ul style="list-style-type: none"> Team members must have adequate skills, knowledge, and experience 	<ul style="list-style-type: none"> Insufficient diversity and representation leading to decision gaps or groupthink. Team leader or member monopolizes discussions or intimidates others.
Empower others to execute decisions.	<ul style="list-style-type: none"> Provide visible support. Restructure organization if necessary. Change personnel if necessary 	<ul style="list-style-type: none"> Assuming people are executing decisions. Not intervening when there are bottlenecks, confusion, or sabotage.
Establish and recognize incremental wins.	<ul style="list-style-type: none"> Recognize and reward those responsible. 	<ul style="list-style-type: none"> Not recognizing or rewarding.
Be aware of any modifications that may be necessary.	<ul style="list-style-type: none"> Accepting the fact that everything is not going to go as planned, but still maintain focus on strategy achievement. 	<ul style="list-style-type: none"> Being too rigid with timetables and tactics. Abandoning major elements of change because of frustrations and perceived difficulties.
Institutionalize change.	<ul style="list-style-type: none"> Reinforce the positives of change. Recognize everyone's efforts. Entering a "brave new world". 	<ul style="list-style-type: none"> Assuming change efforts were just a "normal course of business". Failing to provide ongoing reinforcements and rewards.