

Thursday, August 12, 2004

BUSINESS: Change Management (09)

Conclusion: steps of a successful change process

1. **Creating credible managing support:** select strong personalities who have visible, public commitment for the change team and support of change
2. **Establishing a need for change:** make clear the reasons of change driven by threats or opportunities (or both), the need for change must exceed its resistance
3. **Developping a vision:** develop a widely shared and understood vision, describe the desired outcome of change
4. **Mobilising commitment:** try to motivate as many promoters and multipliers of change as possible, communicate, communicate,, with doubters and opponents
5. **Handling emotions and resistance:** there are no change processes without resistance, work with resistance not against it, re-negotiate the psychological contract
6. **Making change last:** celebrate early wins, integrate change initiatives with other key projects and with the actual management practices
7. **Anchoring the change in the culture:** alterations of culture aspects is almost a prerequisite for a sustaining change, be aware of the "hidden rules" of your organization

Source: G. Müller-Stewens / Ch. Lechner