



Organizational Change Management

Standard Practices Document



GAVS Technologies N.A., Inc

116 Village Blvd, Suite 200, Princeton,

New Jersey 08540, USA.

<http://www.gavstech.com/>



	Designation	Name
Prepared By	Lead Executive – Operations & Strategy Excellence	Gouri Mahendru
Reviewed By	Senior Executive – Quality	Santhiya P
Approved By		

Change History

Version No.	Release Date	Process Improvement Proposal Reference No.	Summary of Changes	Prepared By	Approved By
2.0	27-04-20	Initial Document	-	Gouri Mahendru	Santhiya P

Contents

- Section A: Introduction** 4
 - 1. Overview 4
 - 2. Definition 4
 - 3. Process Purpose and Objectives..... 5
 - 4. Scope 5
 - 5. Key Elements 6
 - 5.1 Communication, including of the why, what, and how..... 6
 - 5.2 Involvement of all who are affected by the change 6
 - 5.3 Addressing the “fear of the unknown” and minimizing resistance 6
 - 5.4 Gaining buy-in 6
 - 5.5 Education and training..... 6
 - 6. Benefits..... 6
- Section B: Process Flow** 8
 - 1. Organizational Change Management Framework 8
 - 2. OCM Lifecycle..... 8
 - 3. Guiding Principles 9
 - 3.1 Clear and Relevant Objectives 9
 - 3.2 Strong and Committed Leadership 9
 - 3.3 Willing and Prepared Participants..... 9
 - 3.4 Sustained Improvement 9
 - 4. Organizational Change Management Strategy..... 9
 - 4.1 Empirical-Rational Change Strategy 10
 - 4.2 Normative Re-Educative Strategy..... 10
 - 4.3 Power-Coercive Strategy 11
 - 4.4 Environmental Adaptive Strategy 11
 - 5. Creating an Organizational Change Management Plan 11
 - 5.1 Communication Plan:..... 12
 - 5.2 Sponsorship Roadmap:..... 12
 - 5.3 Coaching Plan: 12

5.4	Training Plan	12
5.5	Resistance Management Plan	13
6.	Key Activities.....	13
7.	Governing Policies	14
8.	Key Areas to Success	14
8.1	Creating a sense of urgency	14
8.2	Leadership	14
8.3	Communication	14
8.4	Empowerment.....	14
8.5	Resistance Management.....	14
8.6	Reinforcement.....	15
9.	Challenges.....	15
10.	Best Practices	15
11.	Organizational Change Management Taxonomy.....	16

Section A: Introduction

1. Overview

The following Organizational Change Management (OCM) Process has been designed for the GAVS IT Service Management program. It will be used as a reference for the implementation and use of the Organizational Change Management process on an ongoing basis. This process document is based on the best practices described in the Information Technology Infrastructure Library (ITIL®) Framework.

The purpose of this document is to provide a detailed overview of the Organizational Change Management. The document consists of detailed process flow diagrams, with procedures and corresponding RACI (Responsible, Accountable, Consulted and Informed) matrix and governance, control mechanisms. This Process will have relationships with other Processes and those documents should be read and understood along with this, the primary related processes being Service Catalogue, Strategy, Financial, Demand, Business Relationship, Service Level, Capacity, IT Service Continuity, Information Security, Change, Service Asset and Configuration, Knowledge Management and, Continual Service Improvement Process.

2. Definition

ITIL® defines **Organizational Change Management** as the practice of ensuring that changes in an organization are smoothly and successfully implemented and that lasting benefits are achieved by managing the human aspects of the changes.

The organizational change management is concerned with the people side of change. It's a structured approach that ensures improvements are implemented smoothly and successfully for lasting benefit.

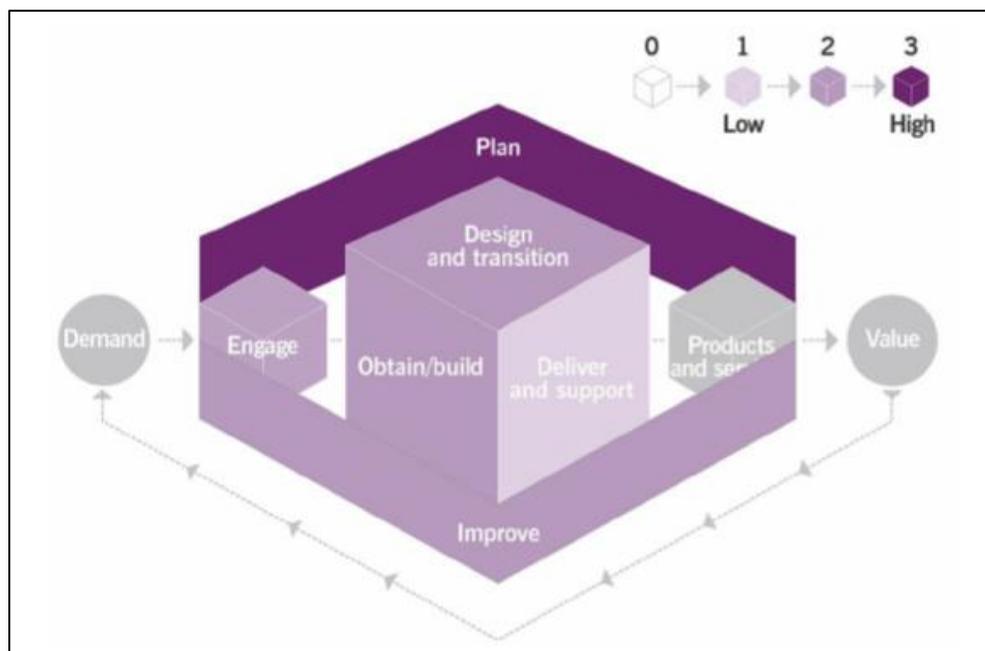
3. Process Purpose and Objectives

The purpose of the organizational change management practice is to ensure that changes in an organization are smoothly and successfully implemented, and that lasting benefits are achieved by managing the human aspects of the changes.

Improvements invariably require people to change the way they work, their behavior, and sometimes their role. Regardless of whether the change is to a practice, the structure of the organization, related to technology, or is the introduction of a new or changed service, people are essential to the success of the change. The organizational change management practice aims to ensure that everyone affected by the change accepts and supports it. This is achieved by removing or reducing resistance to the change, eliminating or addressing adverse impacts, and providing training, awareness, and other means of ensuring a successful transition to the changed state.

4. Scope

According to ITIL4, the contribution of organizational change management to the service value chain, with the practice being involved in all value chain activities is shown in the image.:



Organizational change management contributes to every part of the SVS, wherever the cooperation, participation, and enthusiasm of the people involved are required. For an improvement initiative to be successful, no matter what the level or scope of the change is, there are certain elements that are essential to addressing the human factor.

5. Key Elements

The following five bullets explain some of the key activities of organizational change management, but they can also be used as a checklist of what your organization will need when employing organizational change management tools and techniques to successfully deliver a people-affecting change.

Five key elements related to Organizational Change Management are as follows:

5.1 Communication, including of the why, what, and how

Communication is one of the most important aspects of organizational change management and should be approached as such. The messages, frequency, and delivery methods all need to be carefully considered. Especially for different audiences.

5.2 Involvement of all who are affected by the change

Importantly, people should be involved from the very beginning. This not only includes those who'll be directly affected by the change but also everyone who might be impacted. And involvement is not just "the receipt of communications" it's also the ability to have personal opinions and feedback heard and considered.

5.3 Addressing the "fear of the unknown" and minimizing resistance

Resistance to change can be a change killer, with it caused by a variety of factors. For example, a lack of understanding, not seeing the benefits (personally), not feeling prepared, or – commonly – the fear of the unknown. Rumors caused by a lack of communication are often the cause of both fear and resistance.

5.4 Gaining buy-in

This starts with strong leadership and the visible buy-in at a senior level. Generating interest with effective communications then helps. But ultimately, buy-in is a very personal thing and individuals will need to be convinced either directly or via the standing of their peers that a change is the right thing for everyone affected. Ultimately, people will need to know the "what's in it for me?" before embracing any change.

5.5 Education and training

Education is very much about people understanding everything they need to about the change. This includes that the change is coming, and when, as well as the why, what, and how. Training is needed to ensure that people are ready for the post-change world. For example, this might be training on how a new system and associated processes work. Also, training (and retraining) needs to be made available long after a change has been affected.

6. Benefits

Pitfalls without OCM	Benefits with OCM
Wait to achieve return on investment (ROI)	Cost savings
Program credibility challenges	Increased productivity

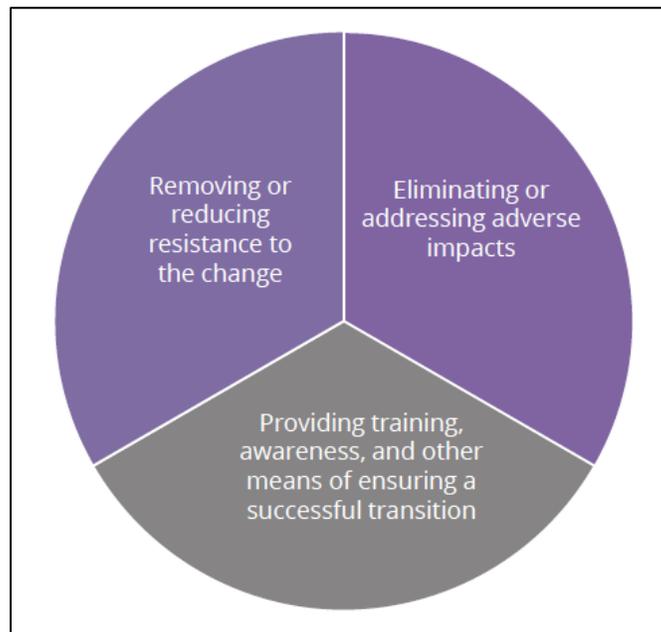
Pitfalls without OCM	Benefits with OCM
Poor executive alignment	Better alignment and collaboration
Lack of collaboration across functions	More employee engagement
Low morale/high turnover	Shorter hyper care timelines
Difficulty achieving standardization	Improved adaptability to future needs
Trouble sustaining change long-term	

Section B: Process Flow

1. Organizational Change Management Framework

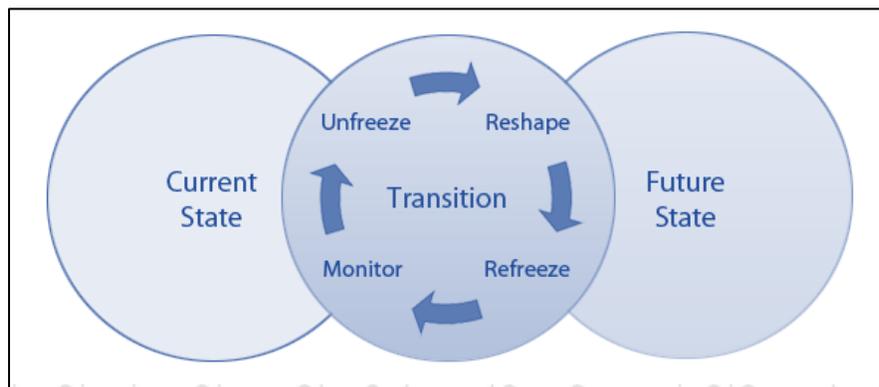
Organizational Change Management can be achieved by:

- Removing or reducing resistance to the Change
- Eliminating or addressing adverse impacts
- Providing training, awareness, and other means of ensuring a successful transition



2. OCM Lifecycle

Organizational change methodology provides you a way accelerate change. Selecting and implementing significant organizational change is one of the most challenging undertakings an organization faces. If the change involves the entire organization — and requires new paradigms that will replace established ways of doing business — the challenge can be extremely daunting.



Managing the process of change is essential to successful organizational change implementation. Success will be based on two major factors:

- A defined process to guide the change
- An assigned Change Leadership Team

3. Guiding Principles

Ultimately, it's all about getting people to buy-in to changes and then bringing them along such that they're ready to "do things the new way" once a change or changes have been affected. In doing this, there are several proven tools and techniques that can be applied.

Organizational change management must ensure that the following are established and maintained throughout the change, and these are called as four key enablers of OCM:

3.1 Clear and Relevant Objectives

To gain support, the objectives of the change must be clear and make sense to the stakeholders, based on the context of the organization. The change must be seen to be of real value.

3.2 Strong and Committed Leadership

It is critical that the change has the active support of sponsors and day-to-day leaders within the organization. A sponsor is a manager or business leader who will advocate, and can authorize, the change. Leaders should visibly support and consistently communicate their commitment to the change.

3.3 Willing and Prepared Participants

To be successful, a change needs to be made by willing participants. In part, this willingness will come from the participants being convinced of the importance of the change. In addition, the more prepared participants feel they are to make the changes asked of them through relevant training, awareness, and regular communications, the keener they will be to go forward.

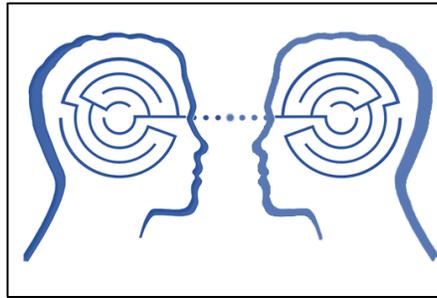
3.4 Sustained Improvement

Many changes fail because, after some time has passed, people revert to old ways of working. Organizational change management seeks to continually reinforce the value of the change through regular communication, addressing any impacts and consequences of the change, and the support of sponsors and leaders. The communication of value will be stronger when metrics are used to validate the message.

4. Organizational Change Management Strategy

OCM strategies include:

4.1 Empirical-Rational Change Strategy



The suggested change is presented as an idea in line with what the people want. The strategy follows the assumption that people are for the most part rational creatures who will commit to an action so long as it yields rewards. They can be reasoned with to go along with the change, and if morality is not an issue, then they may even be bought off.

Change here is based on communicating the need to act and the rewards that go with it. To make this strategy work, the upsides to the change must greatly outweigh the downsides. Change here depends on the management of risks and rewards.

To convey the need to change, leaders may try and highlight the lack of viability of the present course of actions or methods of doing things. Therefore, if the message addresses a real problem the employees themselves are facing, you can expect them to sign on.

4.2 Normative Re-Educative Strategy



The underlying culture of the organization is morphed to accommodate the suggested changes. This strategy is a product of the belief that people are social beings and follow cultural norms within the organization to belong and evade conflict or strife.

A long-term strategy, normative re-education requires time to come to fruition as it targets an organization's culture, which never changes overnight. As a company's culture is the product of both its informal and formal organization, you can expect rewards only if the two work together.

You can try to identify the "thought leaders" and "influencers" in your company and try to get them onboard. They may not necessarily be any of the C-suite executives, the popular ones, or the ones people turn to for answers.

4.3 Power-Coercive Strategy

Change is forced down a bureaucratic system. The underlying assumption is that people are compliant and want to be led. While frowned upon, power-coercive strategy might (surprisingly) be effective in certain situations wherein people are threatened or don't know what to do. As such situations often create an atmosphere of panic, an iron-handed approach might be the only way to restore order.

The two major factors that influence the success of this strategy is the amount of time you have and the seriousness of the threat faced. When organizations are in a highly reactive state, then a firm-handed approach can help steer them away from danger.

4.4 Environmental Adaptive Strategy

Instead of changing an organization, another is built around the desired result, and people are slowly shifted there. The strategy assumes people are averse to loss and instead prefer to adapt to new circumstances.

Also known as the "die on the vine" strategy, it follows the observation that while people quickly oppose change imposed on them, they are far quicker to adapt to new environments and circumstances. Thus, instead of spending time and resources to change an existing structure, a new (desired) one may be created and people are gradually moved into from the old one.

The strategy suits radical changes, and while it can work in either short or long time frames, managers need to be careful if they don't have a lot of time. If the new organization is not seeded with new folk as more people from the old organization keep coming in, they face the risk of reverting back to the old ways.

5. Creating an Organizational Change Management Plan

ITIL talks about the need to manage the people side of change and tells us what needs to be changed, but it doesn't necessarily give us the full picture on how to manage it. For effective OCM we should be referencing other methodologies and best practices along with ITIL, such as Prosci's ADKAR model:

A – Make each individual aware of the need to change

D – Ensure everyone has the desire to change

K – Ensure each person has the knowledge in order to implement the change

A – Ensure they can change

R – Ensure the change is reinforced – sustain the change by making sure that people are continuing to implement the changes.

In Prosci's change management methodology, that set of tools is called the five levers:

- Communication plan
- Sponsorship roadmap
- Coaching plan
- Training plan
- Resistance management plan

5.1 Communication Plan:

The most important part of any change-management strategy is getting all stakeholders onboard right from the get-go, which is why communicating the need for change takes precedence. A good communication plan presents the right information to the right person at the right time. Questions to ask include:

- What part of your organization needs change and why?
- Who will the change affect?
- Why is the change happening?
- What is the risk of not changing?
- What's in it for me?
- Who should communicate the change?
- What are the key messages?
- What is the most effective way to reach the employees?

5.2 Sponsorship Roadmap:

A tad misleading as the word sponsors can give the impression of just financial backers. In fact, a sponsor in the context of change management means anyone in your company who is a proponent for the suggested change or is interested in implementing it. Senior executives, thought leaders and people who command respect within your company are the ones to include here. Questions to ask here are:

- Who are the people most likely to benefit immediately from the suggested plan?
- What position do they command within the organization?
- What resources and competencies do my sponsors offer?
- What effects will the change have and how likely are my sponsors to approve them?
- How can I help my sponsors convey the need for change to their subordinates?

5.3 Coaching Plan:

This is where you turn your sponsors into powerful proponents of change who help steer the company in the direction you want. It is crucial to not use proxies to convey the need for change. In other words, do not substitute the role of a coach with anyone other than the person who commands respect from their peers. Key questions to ask oneself here are:

- What information will each of my coaches need to help their peers understand their roles?
- What do my coaches already know that can help them illustrate the change?
- What information will my coaches need during the change process?
- How can I help my coaches reinforce positive actions and punish negative ones?

5.4 Training Plan

Training will be required to help your change managers and employees gain the skills and mindset needed to see the change through. To this effect, it is used in conjunction with coaching and

sponsorship activities. It is best not to just send employees over to a training seminar and force the change down their throats. Instead, a holistic strategy that considers their feedback and opens a dialogue between change managers and the training groups will yield better results. Important questions to consider include:

- How will the proposed change affect each employee?
- What training will each of my teams need to function under the proposed change?
- How can we leverage our employee’s existing knowledge to gain the best out of our efforts?
- How can we win the minds and hearts of all the people involved?

5.5 Resistance Management Plan

Any kind of change will sooner or later be met with resistance. Do not expect everyone to jump on board and agree with the managers as that assumption can create friction between leadership and employees.

To mitigate resistance, make sure managers take proactive steps outlined in the communication plan by anticipating questions people may ask later. The better the change is understood, the less resistance the company will face when it is implemented. Some questions to consider are:

- How will the suggested change impact the employee’s work?
- How much do I trust the change coaches? Can I rely on them to convey the need for change properly?
- Who is at risk of losing their job or being laid-off?
- How has my organization handled change historically?
- Does the suggested change align with the employees’ belief and value systems?

6. Key Activities

The key activities of effective Organizational Change Management are outlined below:

Activity	Helps to Deliver
Creation of a sense of urgency	Clear and relevant objectives, willing participants
Stakeholder Management	Strong and committed participants
Sponsor Management	Strong and committed leadership
Communication	Willing and prepared participants
Empowerment	Prepared participants
Resistance Management	Willing participants
Reinforcement	Sustained improvement

7. Governing Policies

Below points needs to be taken into consideration when implementing OCM:

- Unlike other practices, accountability of OCM cannot be transferred to an external supplier.
- External expertise may supplement the OCM capabilities of an organization but cannot manage.
- Leadership support must come from the organization even if external help is taken.

8. Key Areas to Success

In ITSM there are six key areas that can be leveraged from an OCM perspective that will contribute to success:

8.1 Creating a sense of urgency

Describing the initiative in a way that generates a sense of urgency for others to follow the changes is vital. This involves clear, honest communications that demonstrate what the future will look like if the change is followed, or if not.

8.2 Leadership

Change requires strong and committed leadership in two areas: stakeholder management and sponsorship. The first is about identifying people affected by the initiative and then determining how much authority or power they have and how interested they are in the change. This knowledge will tell you how to manage them through engagement and communications.

Sponsorship is about identifying who will be sponsors – or advocates – of the change initiative. These will be managers or senior business leaders in the organization who can approve the change and encourage others to get on board. Your sponsor needs to be able to communicate well and want to coach people through the transition.

8.3 Communication

Communication is an integral part of OCM, monitoring the effectiveness of each communication act to determine if the message has been received and understood.

8.4 Empowerment

This is about ensuring people are equipped – and feel prepared – to take up the change or the results of the initiative. Empowerment is largely about training – have people had enough training? Is further training required? A good ITSM practitioner can plan for training based on the desired behaviours among employees and how their roles will be affected by the initiative.

8.5 Resistance Management

A key part of OCM is exploring and identifying why people are resistant to the change. Even though you may see the initiative as rational, most people will react emotionally to it. ITIL Practitioner will give you the ability to understand why and where there is resistance and then provide practical guidance, tips and techniques to manage it successfully.

8.6 Reinforcement

Finally, you need to reinforce the change to avoid people reverting to their old ways and habits. This is about regular feedback, measuring outcomes correctly and putting in place reinforcement techniques to embed change into business as usual (BAU).

This is one of the most neglected parts of change initiatives and a significant reason why change initiatives fail. OCM needs to continue to reinforce a change after its 'installation' to ensure that it truly becomes 'implemented' into the fabric of the organization.

9. Challenges

- Failure to make a compelling case for change – people need to make sense of the change before they change
- Not involving the employees – leaders believe top-down still works
- Ignoring current organization culture – failure to understand and shape the informal organization
- Real change happens at the bottom of the organization – it does not happen at the town hall meeting or through the intranet
- Not dealing proactively with resistance
- Failing to celebrate small wins
- Changed responsibilities and authority
- Changes in accountability for results, information, actions
- Learning to use new tools, systems and information
- Sharing information that was not shared previously
- Feeling threatened with job change or job loss
- Changing interactions with other individuals and groups, especially project teams and functional groups that work in a matrix organization
- Dealing with Not Invented Here (NIH) resistance to implementing new ways of working
- Inconsistent or weak OCM sponsorship
- Sabotage of implementation through passivity or overt refusal to accept or adapt to the change
- Feelings of anger, fear, reluctance and resentment

10. Best Practices

- Senior leadership and other stakeholders' commitment to the OCM initiative and their willingness to take on the challenge of the change.
- Understanding of the extent of the changes being implemented (could include changes in the organization's structure, new ways of doing business or strategic directions, new staff, retraining existing staff for new or changed roles, new ways of working with customers inside

- and outside of the organization, etc.).
- A budget for the OCM work that is commensurate with the scope of the change.
 - A clear and unambiguous message from the senior leadership and key stakeholders about why the change is needed.
 - A willingness to commit to the scope and pace of the change to make it stick.
 - A willingness to take corrective action when needed to make sure that, relative to the importance of the change, the right people are in place and the investment needed is made to bring about the change.
 - Prior experience with OCM initiatives and understanding of what caused successes and failures.
 - The current change programs underway and how they impact the parts of the organization with which they are working; assessing the degree to which this new initiative can be absorbed.
 -
 - Failure to make a compelling case for change – people need to make sense of the change before they change

11. Organizational Change Management Taxonomy

Taxonomy is a collection of defined terminology. Specific definitions for key concepts and terms are listed below:

- **Audience Involvement:** Because organizational change management is all about the people (within an organization, although it could easily involve third parties too), one of the key points to note is the need to ensure that the audience is involved (in the impending change). For instance, the audience could be end users – the people within the organization that will be using a new self-service facility, say.

For organizational change management to work, all the affected people should be involved from the very beginning, and not only those that will be directly affected by the change but representation of everyone that might be impacted.

Importantly, audience involvement is not only the telling people about the change but also listening to their feedback – especially to their concerns and their ideas. Here, involving people throughout the change also makes them feel “part of the process” such that they’re more likely to want to see the change(s) succeed.

- **Blockers:** A part of the organizational change management “process” is to understand those blockers and to work to remove them.

Blockers can include: a lack of understanding, not seeing the benefits of the change, or not being sufficiently prepared for what’s to come. Along with many other very-human issues and concerns.

Ultimately, to get people on board, their concerns must be addressed throughout the change and then after implementation.

- **Communication:** A lack of communication will sadly result in blockers not being addressed and people not being involved. This is essentially a recipe for failure whatever change an organization might be facing.

Communication is probably the most important aspect of organizational change management and needs to be treated as such. And it's important to understand that the way an organization communicates will need to be adapted to suit different audiences. For instance, a blanket communication approach rarely works for larger changes. Therefore, communication should be personalized and open, to allow people to feel empowered to respond with their concerns and feedback. A blueprint is a plan and/or design documenting the Organizational Change of enterprise.

- **Design the organization:** Organizational change management is more than just preparing people each time there's a big change to address. It goes deeper than this, it's really a core part of the organizational culture.

For organizational change management to truly be effective, organizations should be designed to be flexible, to adapt, and to expect change. It's also important to create an environment where everybody is "in this together," rather than one that divides management and workers, in order to reduce resistance and to encourage collaboration.

- **Generate Interest:** Organizational change management looks at generating interest among people within the organization. When you pique a person's interest, that person will want to know more and will be keen to get involved.

Organizations can do this by advising people of the benefits of the change – where answering the "What's in it for me?" question is the key to delivering changes effectively. Ultimately, when people realize what they'll get out of a change – for instance, reduced workload, quicker service, easier process management – they'll be happier to support the change.

- **Human-Centred Approach:** Organizational change management is all about the people. A human-centred approach to organizational changes will help to create an environment where changes are not feared and resisted, but instead expected and even welcomed. Organizational change management understands the psychological complexities involved in making changes within groups and focuses on how to deliver the best outcomes by putting the organization's people at the centre of each decision.

Sadly, every organizational or technology change failure that I've witnessed, in my career to date, has been the result of forcing changes onto staff with little care taken for how the individuals feel.

- **Improvement Process:** It's likely that the first time a change is implemented there'll be

some teething problems. This is to be expected with any big change and should therefore be planned for.

Operating an agreed and supported improvement process can help organizations to quickly address any issues that arise, during change, rather than letting them spiral out of control.

It's important to let people know that there's an improvement process in place and what will be done should the change not work out. This can help to reduce people's fear of the change and is a necessary step in removing those blockers.

- **Just-in-time Feedback:** Just-in-time feedback is about providing feedback to people "in the moment" rather than waiting for what feels like the right time (say, during their personal reviews). It works well when implementing large changes because it allows people to immediately understand the impact of their actions and to adjust their behaviour rather than allowing bad habits to form.

Often, waiting to give people feedback can dilute the comments – making them less meaningful, which in turn results in a smaller impact. By waiting, bad behaviours become harder to change and those who do good can feel like it hasn't been recognized.

So, reward people for following "the new way" and show that there are consequences for those who don't. This helps to make new changes become the norm much quicker.

- **Knowledge:** To deliver change successfully, organizations must make sure that everyone is informed about the upcoming change – explaining why it's happening, when, what for, and how it will be delivered.

The people delivering the change must know why the change is necessary and how it aligns to the goals of the business in order to gain buy-in from key stakeholders and the affected people. Without this knowledge it will be difficult to convince people that the change is needed, and it will be hard work to answer people's concerns.

- **Leadership:** Organizational change requires strong and committed leaders to be at the helm. Leading through change is a challenge for anyone, but weak-willed and non-committal leadership teams will likely fail before they even get started. There'll be resistance and there'll be concerns – so leaders need to be confident and believe in the changes in order to get their people on board.

- **Measure the Change:** Organizational change management doesn't stop once a change has been implemented. Organizations should document what went well, what didn't work, what lessons were learned, and what further support is required for all the affected people. Plus, was the improvement process needed and did it work as intended? And feedback should be encouraged until the change is embedded and becomes the norm.

Measuring change efficiency and effectiveness allows organizations to collect valuable data which can then help them to continually improve their organizational change management

capabilities as they move forward.

- **Normalize Change:** When an act becomes normal, it's something that's expected and acceptable. So, normalizing change means less resistance and less negativity – resulting in easier change implementation. Normalizing change sits in the very culture of the organization – and an organization that's designed to deal with change will usually succeed.
- **Objectives:** Before anything begins (in terms of change), the objectives of the change must be clearly defined, understood, and communicated.

When organizations don't have a clear picture of the change objectives, they tend to lose focus, making it harder to address concerns and communicate why the change is necessary. These objectives should consider the goals of the organization and show the path as to how they'll be achieved.

- **Personal:** Because some change can significantly affect people, it's important to take everything to a personal level to gain buy-in.

Each person affected by a serious change should have the opportunity to speak in a one-to-one setting with the leaders of the change. When people feel like they're cared for, and that their opinions matter, they're more likely to commit to the change and want to see it succeed.

- **Quality Change Delivery:** Following an organizational change management process means that changes are more likely to be successful. High-quality change delivery is nigh on impossible if an organization doesn't think about its people, the risks, and the ramifications.
- **Risk Reduction:** Organizational change management helps businesses to reduce common change risks, such as resentment from staff which can then lead to poor behaviours or even resignations.

When people are involved, and communicated to, throughout the change it makes it harder for rumours to develop which are often the cause of resentment (and potentially fear and even chaos). And, if people feel like they're being treated fairly, they'll be happier with the change taking place.

- **Smooth Transition:** Organizational change management ensures that transitions are smooth by consulting the affected people before, during, and after the change implementation. Gathering requirements from workers is a vital step in designing an effective solution, and gaining their feedback is necessary for continual improvement. Whereas, a bumpy ride is almost guaranteed if an organization doesn't consult its people – which will result in lost time, money, and, most importantly, trust from staff.
- **Understand the Impact:** Before implementing a change, an organization must understand the impact it will have on its people and the business itself. This is so it's able to communicate effectively, manage resistance, and prepare people thoroughly.

Without a clear understanding of the impact it will be difficult to sell the change. Plus, it will

leave the organization open to unmanaged risks and the unwanted consequences.

- **Valuable:** Organizational change management is a valuable capability for companies to have. By showing care and consideration to staff, organizations are much less likely to endure failed or suboptimal changes, or to lose disenfranchised employees which can be a costly outcome. They're also more likely to gain commitment to the change, rather than people demonstrating signs of resistance or reverting to the old way of doing things – issues that result in lost time and effort.