

## **GUIDELINES FOR CHANGE MANAGEMENT**

compiled by Anthony D'Angelo, Director, Global Marketing Communications, Carrier Transicold Division, Carrier Corp.

From Roger D'Aprix, in *Communicating for Change*:

1. Create and communicate a clear and simple case for change, based on market and customer realities.
2. Clearly identify and communicate the market forces that the organization faces in doing business.
3. Formulate and communicate a responsive business plan.
4. Outline the consequences of success and failure.
5. Finally, tell and retell.

From T.J. and Sandar Larkin, in *Communicating Change*:

1. Communicate directly to supervisors. [Top management must treat them as privileged receivers, conduits and translators of information.]
2. Use face-to-face communication.
3. Communicate relative performance of the local work area. [Sharing localized performance metrics motivates individual work groups to explore their own ways to change behaviors and boost performance.]

From Douglas A. Ready, Executive Director, The International Consortium for Executive Development Research

What Great Change Leaders Do

1. Communicate Urgency
  - Tell it like it is.
  - Provide an honest and accurate portrayal of the present reality.
  - Create a “burning platform” [that people can see for themselves, so they’ll jump].
2. Create a Change Process
  - Develop and communicate clear mechanisms for information gathering and decision making.
  - Appoint the “best of the best” to the change team.
3. Act Swiftly and Decisively
  - Move quickly to stop the hemorrhaging.
  - Become the “chief triage officer” by removing obstacles to revitalization and renewal.
4. Focus Energy
  - Rivet the organization’s attention on the future.
  - Clarify the benefits of changing.
  - Generate hope by enabling people to see how they can contribute to the emerging vision.

5. Commit Resources
  - Provide the financial, technological and human resources required for world-class execution.
6. Develop Capabilities
  - Strengthen organizational readiness and individual preparedness to meet the new challenges.
7. Realign Measures
  - Set new expectations and establish new measures.
  - Communicate these measures broadly and clarify the new accountability system.
8. Reward New Behaviors
  - “Walk the Talk” by modeling the new behaviors.
  - Demand the same of your top team.
  - Find ways to reward those who practice the new behaviors consistently.
9. Share Successes Broadly
  - Celebrate visible signs of change by congratulating contributors.
  - Build confidence that more can be done.
10. Embed Transformation Capability
  - Keep the organization conditioned for continuous revitalization and renewal.
  - Consider strategy, core competencies, and skills as variables.
  - Consider learning capability and core values as constants.

From Rosabeth Moss Kanter, in the video *The Change Masters*:  
Seven Key Ingredients for Change

1. Tune in to the environment, yours and others’.
2. Kaleidoscope thinking—see news things, and new ways to organize existing assets.
3. Communicate a clear vision. Share dreams and create excitement about them.
4. Build coalitions to generate buy-in for ideas, which will propel them and make them work.
5. Work through teams to convert “my” idea to “ours.”
6. Persistence and perseverance—often the difference between success and failure is simply a matter of time.
7. Make everyone a hero—share credit and recognition to get people to embrace change.

From Rosabeth Moss Kanter, Barry A. Stein and Todd D. Jick in *The Challenge of Organizational Change*  
Ten Commandments for Executing Change

1. Analyze the organization and its need for change.
2. Create a shared vision and a common direction.
3. Separate from the past.
4. Create a sense of urgency.

5. Support a strong leader role.
6. Line up political sponsorship.
7. Craft an implementation plan.
8. Develop enabling structures.
9. Communicate, involve people, and be honest.
10. Reinforce and institutionalize change.

From D.K. Smith in *Taking Charge of Change*:  
Ten Change Management Principles

1. Keep performance results the primary objective of behavior and skill change.
2. Continually increase the number of individuals taking responsibility for their own change.
3. Ensure each person always knows why his or her performance and change matters to the purpose and results of the whole organization.
4. Put people in a position to learn by doing, and provide them the information and support needed just in time to perform.
5. Embrace improvisation as the best path to both performance and change.
6. Use team performance to drive change whenever demanded.
7. Concentrate organization designs on the work people do, not the decision-making authority they have.
8. Create and focus energy and meaningful language because they are the scarcest resources during periods of change.
9. Stimulate and sustain behavior-driven change by harmonizing initiatives throughout the organization.
10. Practice leadership based on the courage to live the change you wish to bring about.

From Alvie L. Smith in *Innovative Employee Communication*:  
The Six Commandments of Effective Communication

1. Employee communication is a fundamental component of the organizational management system.
2. A clear statement of commitment by top management, as well as its participation and support, is essential.
3. Communication must be a planned process—there must be a strategy—involving both communication professionals and key management people.
4. Managers are the key conduits and catalysts for effective communication.
5. Priority business issues should be the core content of the employee communication program and should be discussed in an understandable and open manner through various channels of communication.
6. The communication system should undergo regular evaluation to prove its worth.

From Mercer Management Consulting

Seven Factors Determining the Effectiveness of Communication in a Change Environment

1. The chief executive serves as communication champion
  - Spends 10% of time talking with employee groups
  - Willing to deliver key messages
  - Understands that communications issues are strategic issues
  - Explains reasons why change has occurred (drivers for change)
2. The audio matches the video
  - Repetition of key messages targeted toward all relevant individuals and groups
  - Ensuring that senior managers actively demonstrate the behaviors associated with key messages
3. Commitment to multiple-direction communication
  - Provide appropriate means and channels to get messages to senior management from all levels in the organization
  - Respond to feedback in a timely fashion
  - Offer ways for other members of the organization to begin work on the change
4. People like face-to-face communication
  - Set up frequent “state of the department/organization” meetings where managers meet with everyone in their department to talk about what improvements were made and what projects were being launched to create better results
5. Report out the bad news and the good news.
  - Ensure that bad news and good news receive equal treatment
  - Don’t dictate the way people should feel about the news
  - Outline the consequences of success and failure
  - Identify threats to the organization
6. Remember the audience—tie in customers, clients
  - Continually monitor and release data about customer satisfaction
  - Examine the best way to distribute useful information to members of the organization
  - Lay out a strategy for change that is anchored in the realities of the marketplace
  - Conduct organizational assessments
7. The employee communications strategy
  - Communicate not only what is happening but why and how it is happening
  - Link the “big picture” with the “little picture” (organizational view/direction with individual department view/direction)
  - Convince people that leaders are moving to address problems and reinforce the commitment to communicate reasons for actions taken
  - Audit internal communication channels to see if they are working
  - Ongoing evaluation and feedback

From Robert Miles in *Corporate Comeback*, as excerpted in *pr reporter*:

Education and involvement must cascade down through the organization...Line leaders should be in the driver's seat. These cascades should:

1. Honor the past, recognizing past contributions
2. Distill the transformation's rationale and objectives, and interpret its meaning in a form relevant to each level and part of the organization
3. Be action-learning vehicles so new learning can be applied
4. Create opportunities for participants to dialogue among themselves and with their leaders
5. Serve as important sources of feedback
6. Call employees to action and specific accountabilities, with planned follow-up for all participants.

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