

Towards a Practical Framework for Successful Change Planning and Implementation

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ABSTRACT

Identify how many variables both constants and the dynamics deliverables within a change project is likely to pose the needs for constant review in delivery and ordering priority of when the variables are indeed available. Change leaders motivate themselves by increasing the pace of change within the overall change plan. The focus on few constants and more variables could help in understanding the trend for more opportunities, more changes, shorter lifespan, and less stability in planning and implement change. This paper aims at a practical framework for successful change planning and implementation by focussing on the need for an agile approach in implementing change. It introduces the reader to the evolving concept of agile change management thinking. It explores some approaches to plotting and implementing change and gives practical tips embedded in a pocket guide for implementing change. Concepts are part of critical analysis of the significant benefits to change in society, government and organisations.

Keywords: Change, Management, Thinking, Model, PESTE.

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INTRODUCTION

Due to today's society of rapidly changing technologies and various market forces dynamics, change has entirely fit itself into the management agenda. Research has shown that working for success entails a considerable need for expertise on how to change what you do today to keep fit with pace with global approach to change that takes place everywhere [4][5]

It is not about would it happen, but when is it going to happen. Some managers will experience change once in their management lifetime while others possibly in multiple times. It is easier to predict the imminence of change experience than denying it, affording the system the understanding that change management is not a specialist role [1][6][8]

However, research outcomes imply that many, if not most, change endeavours fail to obvious extent; though few got things right eventually. Notably, the current trend suggests that managers either in strategic or operational level should pay close attention to successive process of implementing change. In practice, it pays high dividends in terms of the strength for achieving objectives and upholds an overall organisational success. There are different focussing techniques on this far group integral part of the management agenda.

Effective handling of the external forces driving change like economic or market trends differ to effective implementation of the in-house challenges, in likes of underpinning holistic value-added activities that culminates to making effective change. It is intrinsically dynamic, and whatever it entails, it has to be monitored explicitly to map an effective change paradigm; each stage must be often communicated responsibly. Although, change correctly presented to be normal, continuous and ubiquitous, and not for humans and managers in particular to initiate but the facts emerging that much change self-initiate below the surface when emerging forces punctuate organisations to self-right and improve.

Performance ego places the normality of change to be carried along without any serious implication, i.e., changes only become challenge when it is striking. Change could bring success or failure depending on the realm of emphasis and implementation. Therefore, managers need to take control of change that is dramatic, especially when potentially disastrous. Most change has direct impact on people; they will support it if it is their idea and they have control over it but oppose it otherwise thus a change management programme has a greater chance of succeeding if it can call attention to individual initiative and individuals are in charge of the stages.

Understanding the dynamics of this subject and managing it are the dominant themes within the management framework and implementation today. Consequentially, adapting to the unpredictable factors of change like unnatural and volatility of the market trends present it as an essential part of management agenda for the overall success of business objectives in the volatile future.

2. WORKING DEFINITION OF CHANGE

In whatever approach taken in defining the subject of change, an in-depth definition could provide overwhelming evidence for the dynamic nature of the subject. Considering the effective dexterity of a well-configured transition period and content, of an organisation from state A to state B achieving lasting status or brand could be an essential need for change within an establishment. The reasons for change range from dynamic improvement within the organisation and external forces outside the same organisation to little-portable updates towards current procedures, to essential and extensive change relating to business tactic. The ever-growing expectation for change has duly informed the growing need for and shortage of management skills in handling the change that faces business in the current economic situation.

Effective definition of change is as efficient as meeting the need for effective implementation of change programme both in time of crisis and day-to-day management of business in the overall interest of meeting targets and achieving the objectives of the organisation. Wherever change is constant, managing it could be dynamic, as handling the constancy of its occurrence. Change managing could be either upbeat or spontaneous; prompted through feedback about an activity far from the immediate objective of the business. This could be either economical, political, governmental legal framework/policy, or issues inside the management tasks structure, community and the respective measures regarding the internal context of the business. In addition, this could exist as a down to business expecting perhaps unfavourable economic downturn in the end.

2.1 The triggering indicators of Change

Cause factors place enormous responsibility of effect that needs clarity of purpose in line with paradigm shift of dynamics. Recognising these factors help in managing and acquiring the relevant skills embedded in change management. This has direct link to clarification of the outcome, successful planning, and implementation of the needed change, safeguarding the successes made for overall effectiveness, and efficient change management processes. Research shows that change management typically tags on the following: appreciating change needed; clarifying expected outcome, or the destination; scheduling the tasks in attaining the underlined goals of the change; successful implementation of the change; and ensure that the change is in overall interest of the organisation, i.e., sustaining that the change is enduring [9][10] [13].

On personal level, it engages various adjustments that include a change in outlook or job schedules promoting human resources managing skills, thus the needs for motivation, to successfully implement essential processes of the change programme. In addition, within the same encyclopaedia, are paramount influences of management approach, such as, leading people and change management, to an integrated optimistic mind-set for the planned alteration within the workers. Business re-branding is an example of change activity involving system re-designing, which could raise performance even beyond one's wildest imagination. As emphasising on the external forces of change, greater proportion of driven factors as the people within the organisation are the change agents. They are to be initiators and influencers of every stage evolving within the change agenda. They are the leaders and direct receivers of change impact. People within the organisation should receive appointment as the influential and campaigners; the game changers, to dictate the velocity required within the change processes and actualisation. Business survey of the last two decades shows direct link between the swiftness of needed change within the organizational context, and any acceptable reality of business life in relation to the dynamic matter of today's, many management authors and practices.

2.2 PESTEL (Political Economical Sociological Technological Ecological Legal):

Apparently, many essential changes are reshaping the global economy today. In this new template of change, business location is less relevant when irrelevancy is far approaching. The new approach levels on the stage field on which business operates, and frequently eliminates barriers via globalisation. Labour mobility is fast sprouting into career development mobility. High level of youth unemployment and frequently evolving new technologies are in full participation in management and the frequent need for adapting and implementing successive change programme becomes pressing.

"The new 'borders' are between people who have skills and those who don't, who speak the right language and those who don't, and who are flexible and those who resist change. These factors will separate success from failure in the future. There is no room for complacency in the 'information society'." [1][12]. There is a direct connection between countrywide monetary struggling, and the advancement of information and communication technologies. This provides candidly the evidence that there is a greater demand on managers to maintain the involving between businesses and the developmental value added through emerging technologies.

In the last four years, there are hundreds of UK government laws and regulations frequently demanding immediate change to business activities and thus promoting change management skills in the current economic situation. These policies are undoubtedly driving the need for change. John Browett answered 'yes' when asked, "Should the CEO assume responsibility for change?" He continues as follows:

"I would say that without the unswerving support of the chief executive and the executive committee, there is absolutely no chance that you can get transformation done and what I see in most businesses is that the chief executive is not at work on this kind of stuff (change and transformation). They may talk about it, they may even make presentations to the City about it, but they are not prepared to get their hands dirty. They are not prepared to intervene in order to get what they want. They are not prepared to put the best people on it. They don't really understand it and they don't like it." (CMI, op cit)

Between 2005 and 2008, seventy-four percent of IT projects failed because change management skills are in shortage and Chief Executives grossly failed in responding competently to the needs for change due to competitiveness and the new technologies driven the business platform. (Source: Standish Group and Gartner)

In addition, the growing large quantity of information and the accompanying knowledge is a challenge to managers for change, and this demands for better way of managing information and the accrued knowledge. Professional discussions across the spectrum have recently grown in the field of knowledge management, and how change management playing performance roles within organisations of enormous knowledge growth. Strategic intelligent into resolving crisis and conflict of interest within multi-national organisations have also provided valuable checklist into mapping an effective change programme (Appendices 1 & 3). It means change management cuts across every aspect of today's management agenda. Climate change, if one believes in its evolvement could be a force, but undoubtedly, the positive response provisions by the disaster management skills, which have dramatically, invoke change to businesses where natural disasters had dramatically driven changes.

3. PLOTTING AN EFFECTIVE CHANGE PROGRAMME

Organisations, which have undertook change for its practical meaning adopted model for effective change programme. Although, different problems might arise from achieving the outcome of change but these are usual and surmountable when appropriate actions and don'ts are in place. Continuous existence of some organisations and their branding has helped managers' understanding of the dynamics of change management.

This furthers the reason for the increasing interest for managers who have change management skills. There is higher success rate for organisations involving in a transitional programme of effective change to handling problems, which arise within the organisation.

Figure 1: present an action checklist and don'ts in carrying out an effective change programme. The composition of the dos and don'ts explicated in the figure relies on the Lewin's three-step approach to Change (*Check the Lecture Manual on Managing Human Capital Combined*, 2012:231-233). The first step of Lewin's approach presents an unfreezing stage of change programme. Changes needed are to be prepared for, focussing on the Lewin's force field analysis of Figure 2. However, Lewin's steps of changing and refreezing presents reasons why managers are to prepare for the change.

Usually there are opponents to the change. Plotting the programme of change must effectively handle both the hidden and the otherwise opponents positively in the overall interest of the change programme been pursued. It is been noted that hidden forces give addition force value only to the change but do not actually support it. This could be a further evidence of the dynamics of this subject and whilst most management dictionaries do not present a clear divergent definition of change from the one given by the Concise Oxford Dictionary; change defined as 'making or becoming different.' (CMI, Checklist 038:1)

3.1 Implementation of an Effective Change Programme

Furtherance to plotting an effective change programme is managing change. It includes achieving outcome of difference from a switch to another, handling effectively various problems emanating from the plot. Plot for change within an organisation, should have been mapped and ready for implementation. Many factors included as well as equipments. It includes implementing many procedures as well as many updates to policies. It involves moving people around or people moving on. It could also involve organisation structures be altered as well as inevitable alteration to infrastructures. Changing an element of a live organisation could cause inescapable change to other elements, particularly, in a multi-national organisation; most of the nodes are inter-related and involve complex systems. Figure 3 Appendices) present a thoughtful and an organised checklist in undertaking this implementation. Requirements for change management thoroughly engaged with, since change varies from organisation to organisation, subject to type, size, and the type of change been plotted.

4. CONCLUSION

Having considered few aspects of change management, the dynamic of the subject is not in doubt. However, both mapping and managing effective change programme challenges the mind and preoccupy the schedule of managers because change in organisations usually could lead to change in lifestyle of employees and perhaps in employers. It has a knock-on-effect throughout the entire system, most importantly on people; therefore, effective plan and implementation are not to be over-emphasized. However, change leaders have different models and resources to tap into, which include the work of Bernard Burnes; Elisabeth Moss Kanter; John Kotter; Kurt Lewin; and other related works and models in modern approach to agile change management. [2] [11]

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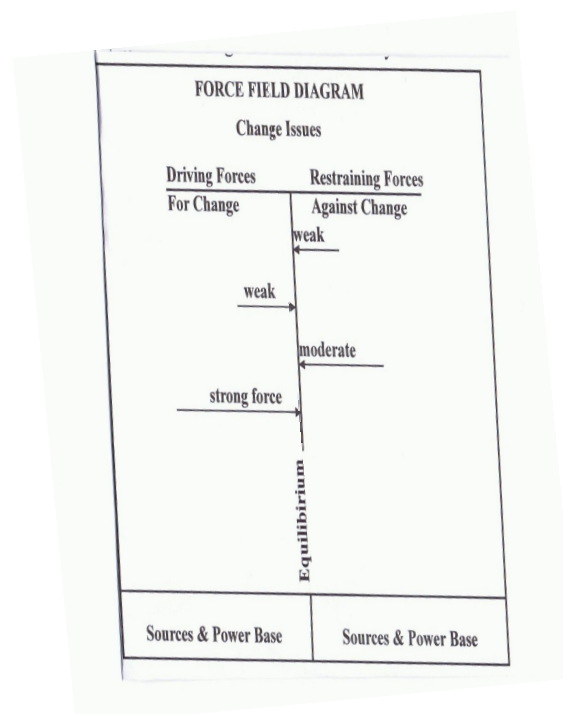
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Appendix 1**Figure 1: Plotting an Effective Change Programme- Dos Versus Don'ts Checklist**

Dos	Don'ts
<ol style="list-style-type: none"> 1. Think the change through 2. Being open to change 3. Build a culture that sustains change 4. Appoint champions for change 5. Build the right team for change 6. Build the case for change 7. Define the scope of change 8. Draw up an outline plan 9. Cost the change programme 10. Analyse your management competencies 11. Cultivate curiosity: try to become the best-informed manager you know 12. Seeing the effects of change 13. Identify the driving and restraining forces 14. Think before following the same policy as everyone else 15. Understand the causes of change; social, economic, technological, environment, governmental policies, ... 16. Respond to rivals 17. Respond to contexts 18. Analyse change 19. Outline the change programme to line managers 20. Communicate 21. Identify change agents 	<ol style="list-style-type: none"> 1. Forget that change management needs to have a vision, a purpose, a rationale, with a direction, and a time bound (i.e., SMART) 2. Overlook the need to 'celebrate' and 'reward' successful change management as people need to feel good about their achievements, however big or small they are 3. Think small; many change programmes fail to deliver the expected results because their ambitions are too narrow, or not radical enough 4. Fail to take account of external stakeholders: seek the views of customers, suppliers and other stakeholder groups as well as those within the organisation 5. Expect rapid change- be patient and persistent, as change takes time 6. Underestimate the cost of change: build in costing for repeated communications and training efforts 7. Embark on a major change programme without the absolute support of the top management team 8. Bulldoze through resistance to change- instead listen and persuade

Sources: Chartered Management Institute Checklist 038 & DK Essential Manager's Manual, pgs. 698-715.

Appendix 2: Figure 2: Lewin's Force Field Analysis (Extracted from the Course Manual on Human Capital Management Combined.ppt).

Appendix 3**Figure 3: Plotting An Effective Change Programme; Dos Versus Don'ts**

Dos	Don'ts
<ol style="list-style-type: none"> 1. Agree the implementation strategy 2. Agree the timeframe 3. Draw up detailed implementation plans 4. Set up a team of stakeholders 5. Establish good programme management 6. Communicate clearly 7. Promote comradeship among change agents 8. Give change agents stretching tasks that develop them for future responsibility 9. Encourage people to form and follow up ideas for change 10. Listen to what change agents say about morale and reactions 11. Personalise the case for change 12. Ensure participation 13. Help to minimise stress 14. Be prepared for conflict 15. Be willing to negotiate 16. Create a sense of purpose 17. Create urgency to help in tackling those real problems, which have prevented progress in the past 18. Motivate 19. Build skills 20. Build in capability for learning 21. Remember change is discontinuous 22. Monitor and evaluate 	<ol style="list-style-type: none"> 1. Fail to plan for natural resistance 2. Cost in terms of additional training and communications 3. Become lost in the detail 4. Lose sight of the vision 5. Facilitate change without facilitating effective communication 6. Keep information secret unless it is essential to do so 7. Assume that older employee are too set in their ways to be change agents 8. Discourage others by singling out change agents for preferential treatment 9. Prevent change agents from using their initiative 10. Create an atmosphere of secrecy for its own sake 11. Forget that real change often comes through a simple breakthrough 12. Fail to publicise all successes to build up momentum and support 13. Go ahead without gaining employee involvement at every stage of design and implementation 14. Go ahead without top management sponsorship of, and commitment, to the agreed implementation

Sources: Chartered Management Institute Checklist 040 & DK Essential Manager's manual, pg. 739.