



ABC's of Change Management for Teams

ABC's of Change Management PART II: Last week's article dealt with the ABC's at a personal level: Assumptions, Biases, and Check yourself out.

Team or Project ABC's: Now that you have tools to work at the personal level, you'll soon find out that there are numerous opportunities for using change management with the team or project that you're working on.

Alignment: If your team is not working on something that is important to the organization then why are they working on it? Although it appears to be a simple concept, many projects are not aligned with the goals of the organization that they are working in. Alignment can be checked by a series of tests that can be put in the form of questions. Use the following questions to check alignment.

- How does the project fit within the strategy of the organization?
- Is the strategy communicated across the organization?
- How does management visibly support the project?
- What is the sense of urgency to complete the project?
- What happens if you don't do the project?

Buy-in: The fundamental requirement for buy-in is involvement. People don't resist change; they resist being changed. One argument against involvement is always time. It takes too long to involve people, but consider the time it takes to overcome resistance during the implementation phase because people are not bought in. Use the following techniques to facilitate buy in.

- Think teams.
- Think inclusively: who will be affected by this project, and how can I involve them early.
- Customize your approach: tailor people's involvement to their needs to be involved.
- Conduct kick-off meetings: involve people early.

Communications: Use a communications plan. A communications plan has two simple steps. First, it identifies messages and audiences. Second, it determines what messages go to which audiences, when and with what frequency. The following are four tests to determine a viable communications plan.

- Holistic: Does it include all relevant parts of the project and address all the stakeholders?
- Stratified: Are there different messages for different audiences?
- Resources: Are internal resources available?
- Phased: Are the communications phased based on project schedules?

SUMMARY: 1. ABC's of Change Management has two parts and provides useful change tools for individuals as well as teams; 2. Test your project for Alignment in the organization; 3. Facilitate Buy-in up front; 4. Communicate.

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