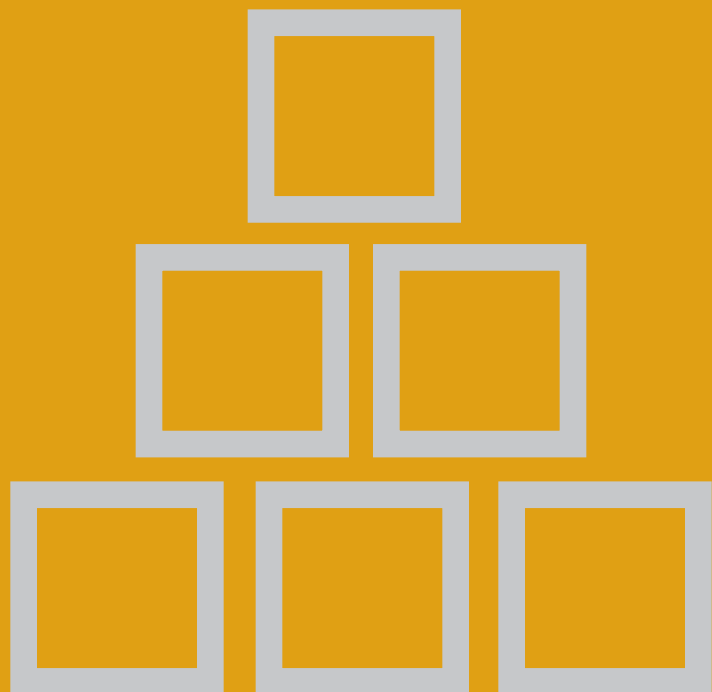


Point of View: Practical Change Management

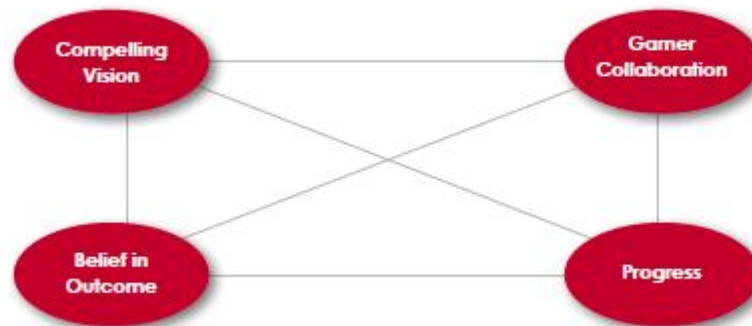
Organizational momentum is inspired -- not forced -- around a common vision. Counter to the myth that "people are averse to change", most employees want to be a part of building something that they believe in. Showing respect for the experience that people have in the organization by asking for their input and making them feel heard results in a more organic emergence of change...



Practical Change Management: Guiding Principles for Leaders

Organizational change is less about how employees are impacted by a new org structure or some brand new technology and more about how organizational momentum is inspired – rather than forced – around a common vision.

Generating momentum and the organizational energy needed to create change extends beyond one leader or one department. It is paramount to ensure that all leaders across the organization are capable of: **1)** creating a compelling vision; **2)** fostering genuine collaboration; and **3)** demonstrating meaningful progress; and **4)** establishing belief in outcomes through integrity of words and actions.



CREATING A COMPELLING VISION.

The vision or outcome that is desired must be well-articulated. It must stem from genuine pain points that the organization is trying to alleviate, rather than originate from the whim of senior leadership. It must be perceived as feasible and be worthy of people's time and effort, without seeming overwhelming. Often when a vision is well-defined and internalized among employees, many of the usual roadblocks disappear or become more surmountable than if the organization has not fully bought into the vision that the changes will create.

GARNERING MEANINGFUL

COLLABORATION. The second feature of energizing change within an organization is to provide people the opportunity to contribute to the attainment of that vision. Counter to the myth that "people are averse to change," most people want to be a part of building something that

they believe in. Showing respect for the experience that people have in the organization by asking for their input and making them feel heard adds to a more organic emergence of change, rather than bulldozing employees with "the right way to do it." Get buy-in on what the vision is, but be flexible about how it gets accomplished by allowing employees to weigh-in on the changes that are needed.

DEMONSTRATING PROGRESS.

Good change feels as if it is leading somewhere. Progress in incremental steps must be communicated and the people involved in the change should be aware of the next steps. Too much focus on just the end state without regular updates on the progress made to date, leave people disenfranchised from the change at hand and does little to foster the belief that the vision is attainable.

ESTABLISHING BELIEF IN THE OUTCOME THROUGH INTEGRITY.

People allow themselves to be

excited and supportive of change when they know that the outcome is worthy and attainable. However, the act of "allowing" themselves to let go of reservations and actually "hope" for a positive outcome is built upon a foundation of truth and a strong link between words and actions. The changes needed to reach the goal must be truthfully stated in a direct and forthright way, even if the news may not be entirely pleasant. Furthermore, a strong link between words and actions must be demonstrated otherwise people will become jaded about the effort. In many companies with a history of not matching actions to words, the employees most able to influence their peers waver at the thought of getting involved because they fear losing their personal integrity among peers. Being truthful and living up to commitments all along the way is critical to building a belief that the outcome can be achieved.

About Us

Anton Consulting is a boutique consultancy dedicated to improving the customer experience management capabilities of select, blue-chip clients. Best-in-class talent is tapped through a bench of consultants who are mature, experienced, and in the top tier of their specialties. Projects are designed to transform how companies manage their customer relationships by improving customer strategy, organizational readiness, technology, and data quality. All engagements are based on thought capital and proven methodologies that are customized for the unique needs of clients.

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