

Principles and Steps to Facilitate Organizational Change

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Change – the movement from the current state to some future state Sometimes the change is driven by an outside influence i.e. new legislation or regulation, change in governing body, etc. Sometimes the change is driven by an internal influence i.e. new executive leadership, implementation of new practices, etc.

When change is necessary, using a principle-based change process can ease the transition from current state to future and ensure that, as much as possible, people are engaged, strategies are developed to deal with barriers to the change process, and the change is managed by the organization – the organization is not managed by the change.

For example, the following are useful **change management principles**:

- Top leadership is actively and visibly engaged
- Commission a change team to guide the process
- Encourage participation from as many people as is practical and possible at all levels and from all departments in the organization all aspects of the change process
- Create a dynamic vision of what the future state looks like
- Share the future vision with the organization for review and feedback
- Develop action plans to implement the future vision
- Monitor and evaluate implementation
- Communicate progress on implementation to organization with opportunities for feedback from staff and other stakeholders

Changing an organization in a planful way can help ensure that implementation of the changes is as successful as possible. It can seem like the change effort takes a long time and a lot of effort and resources. However, using a systematic and principle-based organizational change process can, actually, make the implementation more effective and lead to more judicious use of resources, human and technical, and improved outcomes for the clients/offenders and the agency.

Here are some suggested **steps to facilitate organizational change**:

1. Engage a top leader as sponsor
 - a. If the organization's leader is not the one initiating the change, engaging the leader is the first step.
 - b. Help the leader understand the importance of their active, enthusiastic, and visible sponsorship of the change process.
2. Identify potential change agents within the organization
 - a. Who is open to new ideas
 - b. Who are the formal and informal leaders

- c. Who can get in the most way of the change
 - d. Look at all levels and departments for change agents
3. Form a change team to steer the change effort
 - a. High level sponsorship
 - b. Formal and informal leaders from the identified change agent lists
 - c. Determine the level of decision making authority the team has
 - d. Educate members, if necessary, on what successful change management looks like
 - e. Charge them with developing a road map for the change effort
 4. Create an exciting picture of the most desirable future for the change
 - a. Engage people from throughout the organization in developing the future vision
 - b. Use a participative planning process developing the future vision
 5. Develop a clear implementation plan for the future vision's change process including the creation of a team responsible for developing detailed action plans for each part of the future vision. Each team works on:
 - a. Short and long term goals and measurements
 - b. A timeline
 - c. Who else needs to be involved in implementing each part of the vision
 - d. Who is responsible for seeing that each part of the vision happens
 - e. Strategies to deal with barriers to implementation such as resistance to change
 - f. What resources will be needed for implementation,
 - g. Etc.
 6. Communicate the future vision and the implementation action plans throughout the organization and gather feedback on it through the use of a variety of communication and feedback methods
 - a. Virtual feedback method
 - b. Brown bag lunches
 - c. All staff meetings
 - d. Satellite/web broadcasts and conferences
 - e. Etc.
 7. Refine the future vision and the draft action plans based on the feedback
 - a. Engage the change team and people from the various action plans for implementation
 - b. Negotiate resources needed for each part of the implementation plan
 - c. Communicate the 'final' implementation plan to the rest of the organization
 8. The change team adds new members from the groups working on the future vision action plans to coordinate all of the implementation efforts
 9. Roll out the implementation plan systematically, again, engaging as many people as possible
 - a. What we know is that the more people feel involved in any change effort and the more ownership they can experience, the more likely they are to adopt it
 - b. Use a variety of communication methods (see above)
 10. Celebrate successes
 - a. Publicizing short term wins shows others that the organization is serious about implementing the change

- b. Keeps energy and enthusiasm going for the change effort
- 11. Communicate progress regularly and enthusiastically
 - a. Regular updates on the implementation efforts
 - b. Helps hold all accountable for their parts of the change and implementation effort
- 12. Set regular reviews of the implementation plan and results
 - a. Is it accomplishing what we wanted to accomplish
 - b. What needs to be adjusted or recalibrated in the implementation efforts
- 13. Communicate, communicate, communicate
 - a. Create feedback loops for staff and stakeholders to comment on the implementation efforts
 - b. Create a process that encourages staff to suggest improvements and upgrades to the implementation plans

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