

Managing Change



At a Glance

ADKAR Model

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organisational change.

For example,

- **Awareness** of the need to change
- **Desire** to participate and support the change
- **Knowledge** of how to change (and what the change looks like)
- **Ability** to implement the change on a day-to-day basis
- **Reinforcement** to keep the change in place

Change Management Plan

Typically, the plan is a living document, undergoing updates at regular intervals. While most change management plans contain certain elements, no two plans are necessarily alike; they will vary according to the change management project and the needs of the organisation.

Certain elements are common to most comprehensive change management plans:

- Introduction
- Scope
- Methodology
- Benefits
- Roles and Resources
- Milestones
- Success Measures
- Barriers and Risks (Risk/Benefit Analysis)
- Budget





Appreciative Inquiry

Appreciative inquiry is conducted in organisations for several reasons.

- It allows the performance of people from across the whole system to participate in an inquiry; all stakeholders (employees, customers, vendors, and interested community members) are involved in the process.
- It leads to the design of appreciative organisations that can support stakeholders fostering a triple bottom line; people, profits, and planet.
- It serves as a catalyst for the transformation of an organisational culture.

Four Stages of AI

The four stages in the Appreciative Inquiry model are known as the 4-D cycle. They are:

Discovery. Mobilising the whole system by engaging all stakeholders in the articulation of strengths and best practices. Identifying “The best of what has been and what is.”

Dream. Creating a clear results-oriented vision in relation to discovered potential and in relation to questions of higher purpose, such as “What does the world call us to become?”

Design. Creating possibility propositions of the idea organisation, articulating an organisation design that is capable of drawing upon and magnifying the positive core to realise the newly expressed dream.

Destiny. Strengthening the affirmative capability of the whole system, enabling it to build hope and sustain momentum for ongoing positive change and high performance.

Communication Plan

A communication plan should cover the following headings.

- **Event.** The communication, be it a weekly report, or a presentation to the board.
- **Sender.** Who is responsible for preparing and scheduling the piece of communication?
- **Audience.** Who should receive the communication?
- **Content.** What it will contain. This should address the reason the audience will be interested in the project.
- **Timing.** How often it will be presented.
- **Medium.** The way in which it will be delivered.
- **Reason.** Why you are communicating with them. Why are they a key stakeholder?

