**Gebelein, S. H., Stevens, L. A., & Skube, C. J. (2000). *Successful manager's handbook: development suggestions for today's managers*. Personnel Decisions Intl.**

🡺To improve your change management skills, you need to identify how you view change, how individuals react to change, how organizations respond to change, and understand resistance to change.

You must identify your role in the change process and execute it well. You might be the initiator of change, the sponsor of change, the implementer, or the recipient.

**Initiators** of change identify the need for change and create the vision for it.

As an initiator:

* Create a compelling vision of the change that ignites the energy and commitment of others.
* Remember that the biggest enemy of change is complacency. You may need to work hard to build the case for urgency.
* Be out front communicating the vision and building support for the change.
* Recognize that with transformational change, leadership of the vision for change and the change process is critical because the change process will be long and will itself include many changes.
* Identify the leadership team for the change or transformation. Ensure that you find experienced change leaders for the team.
* Involve others in designing and implementing the change process.
* Do not (and do not expect to) work out all of the answers and the whole plan before you involve others. Instead, involve people as a way to gain buy in.
* Communicate internally and externally about the change.
* Prepare outside stakeholders, such as the market and large customers, for the change.
* Provide tangible support to those implementing the change. Be a role model for what is needed, and communicate progress and confidence.
* Show that you care that individuals will be affected by the change. Be ready to provide resources to make the change successful.

**Sponsors** of change use their position and influence to support change. Sponsorship is especially important when a staff person wants to implement a change.

If you are the sponsor of change, your role is similar to that of an initiator, other than the fact that it may not be your idea.

Example: An organization’s communications group develops a plan to address a negative view of the company and a drop in brand awareness. Now they need the support of line management in order to execute the change. They’re looking to you the sponsor to create buy-in and support for the change.

* You and your leadership team need to be out front, supporting the change.
* When you are talking about the change, refer to your change implementation team to give them credibility to execute the change.
* Continue to be available to lend your support for the change.

**Implementers** of change translate strategy into a workable plan and guide execution of that plan.

* Identify what the vision or change means for your group or for your level in the organization.
* Create a clear picture of the importance and relevance of the change for your part of the organization.
* Recruit your change leadership team.
* Ensure that the team has knowledge and skills in change leadership and implementation. Agree on common processes to speed up implementation.
* Involve those who will be affected by the change to determine what needs to be done differently and how it will happen.
* If you are dealing with a transformational change, break it into pieces and processes.
* Set up action plans and change management plans for the change, or for specific parts of the change.
* Alert others to the problem and unexpected consequences that may occur in the change process. Work with the change management team to deal with each problem or unintended consequence.
* Find quick wins to build confidence that new processes or behaviors will work and will lead to success.
* Develop criteria to let people know what success looks like.
* Celebrate successes.
* Communicate, communicate, and communicate.

**Recipients** of change are those to whom change happens. Sometimes change happens to you. For example, you may learn that you have to decrease expenses by 20%, you have to change vendors in China, or you need to become part of an enterprise system. In these situations, you are expected to get on board and adapt to the change. Consider the following suggestions:

* Ensure that you understand the vision, rationale, and need for change, and the consequences of not changing. This will often help you to get on board.
* Understand the plan and what is needed to address and execute change.
* Be involved in as many decisions as you can about what should be done and how it should be done.
* Ensure that work continues and that you continue to focus on customer satisfaction during the change.
* Identify potential problems and solutions.
* Develop criteria to measure the success of the change in your area.
* Provide ongoing feedback and improvement ideas.

🡺When developing a plan for change, figure out how routine work will still get done.

* Identify the regular work you and others need to do.
* List potential disruptions to current operations and figure out how to deal with them.
* Involve others in identifying ways to minimize disruptions.
* Communicate ahead of time about possible disruptions.
* Develop temporary solutions to disruptions
* Meet with customers to plan together how to deal with disruption in normal operations
* Assign a team to be responsible for maintaining normal operations.

**Becoming Change Hardy**

🡺To become more change hardy (i.e., the ability and skills to adapt to change, ability to make change your own and take control), first make the decision to be more change hardy!

Next, when a change occurs, figure out how you can feel in control, confident, and capable.

1. To feel in *control*, determine how you can make some choices about the change. You might be able to decide how the change will be implemented, or you might only be able to decide how you will feel about it. No matter what external circumstances may be, people always can choose their perspective and their attitude. Even in the most dire circumstances, people can examine their thoughts and underlying beliefs and choose what they will think and believe. Feelings follow thoughts. Gently remind people that they have power over their thoughts and help them see how they might reframe their thinking to see the change in a more positive manner that is meaningful to their lives, goals, and career objectives.
2. To feel *confident*, recall all of the changes you have already coped with. Thinking about the changes you have survived and how you have grown from them will help you get in touch with your strength and give you confidence that you will be able to handle the new situation. Do this consistently.
3. To be more *capable*, assess whether you have the skills, knowledge, and approach you need to cope with the change successfully. Once you ensure that you have what you need in the change situation, you will feel, and be, more capable of handling and thriving in it.

🡺To build a more agile organization:

* Adopt a common change management process.
* Teach people the basics of leading and managing change.
* Consider adding “leading and managing change” as a core leadership competency.
* Educate people about the change process.
* Adopt a common framework and process for communicating about change.
* Bring in people who are skilled in transformational change.