

Keys Processes for Making Change Happen

Key Change Success Factors Questions for Assessing & Accomplishing Change

1. Leading change (who is responsible)

Do we have a leader...

- who owns and champions the change?
- who demonstrates public commitment to making it happen?
- who will garner resources to sustain it?
- who will invest personal time and attention to following it through?

2. Creating a shared need (why do it)

Do employees...

- see the reason for the change?
- understand why the change is important?
- see how it will help them and/or the business in the short and long term?

3. Shaping vision (what will it look like when we are done)

Do employees...

- see the outcomes of the change in behavioral terms (i.e., what they will do differently as a result of the change)?
- get excited about these outcomes?
- understand how the change will benefit customers and other stakeholders?

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4. Engaging stakeholders (who else needs to be involved)

Do the sponsors of the change...

- recognize who else needs to be committed to the change for it to happen?
- know how to build a coalition of support for the change?
- have the ability to enlist the support of key individuals in the organization?
- have the ability to build a responsibility matrix to make change happen?

5. Decision making (how will it be institutionalized)

Do the sponsors of the change...

- understand how to sustain the change through modifying HR systems (e.g., staffing, training, appraisal, rewards, structure, communication)?
- recognize the technology investment required to implement the change?
- have access to financial resources to sustain the change?

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6. Measuring and demonstrating progress (how will it be measured)

Do the sponsors of the change...

- have a means of measuring the success of the change?
- plan to benchmark progress on both the results of the change and the implementation process?

7. Making it last (how will it be initiated and sustained)

Do the sponsors of the change...

- have a plan to learn from others who have done similar changes inside and outside the company?
- have a plan to adapt other learnings into the business-specific conditions
- have measurement systems in place to monitor progress of the change