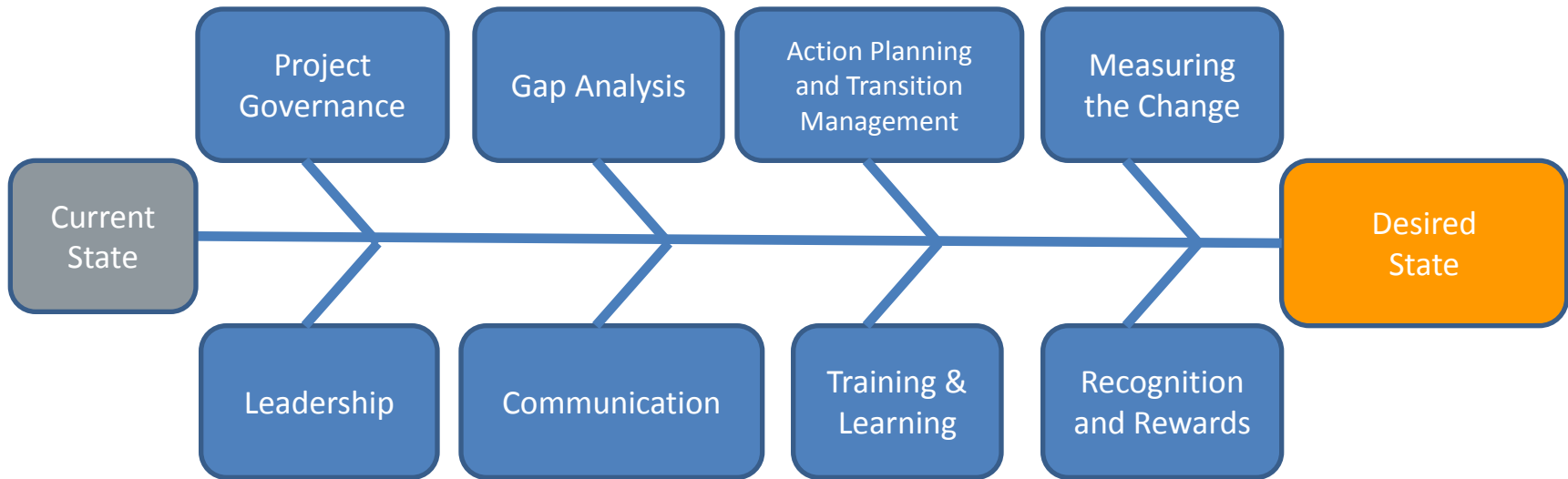


Change Management Strategic Framework*

MANAGING THE CHANGE PROCESS



ENABLING AND SUSTAINING PEOPLE

*Strategy tool based on TQM Ishikawa cause and effect analysis diagram

Current and Desired States: Their Meaning

- The Beginning – the Current State
 - Organizational analysis
 - Determining the need for change by considering external forces, internal scan and stakeholder consultation
- The End and Future – the Desired State
 - Creating a vision that reflects what an organization aspires to become, to achieve, to create
 - Change profiling or sizing the change is the first step to developing a high-level change management strategy

MANAGING THE CHANGE PROCESS

- Project Governance

Structures, processes, oversight and accountability that guide change project planning, development and implementation.

- Gap Analysis

Gain support for change , acknowledge change readiness and create conditions for successful changes.

- Action Planning and Transition Management

Identify the type of organizational change and choose strategies for change based on the outcomes of the gap analysis. Develop action plan, communication and transition management strategies.

- Measuring the Change

From analysis and action plan, determine key factors to measure. Choose measurement criteria and tools to be utilized over time and at multiple points along the way.

- Leadership

Address how change leaders handle difficulties in creating successful change; managing change paradoxes; identifying and employing their change roles, approaches, characteristics and change leadership competencies, in order to manage the impacts of change on people.

- Communication

Determine communications principles, plans and vehicles for all stakeholders that create interaction, inclusion, intention and intimacy. Establish the role of leadership.

- Training & Learning

Develop concrete training and learning processes and practices and the leader's place in role modeling /supporting new learning.

- Recognition and Rewards

Driving and recognizing behaviours necessary for making change successful by providing positive, immediate and certain feedback and recognition.

ENABLING AND SUSTAINING PEOPLE