



The Association of
Accountants and
Financial Professionals
in Business

Leading Change

Note-Taking Guide

Presented by IMA Leadership Academy



TODAY'S AGENDA

1. Overview
2. What is organizational change management?
3. Creating a business plan for change
4. Creating and communicating a vision for change
5. Resources, support, and strategies for leading change
6. Incorporating change into the organization's core culture
7. Close



LEARNING OBJECTIVES

After this session, you will be able to:

- Define organizational change management.
- Create a business plan for change.
- Identify steps to create and communicate a vision.
- Describe how to develop the resources and support necessary for change to occur.
- List strategies for leading people through the process of change.
- Outline ways to build upon successful change and incorporate it into the organization's core culture.

REFLECTION

What is your experience with leading change in your organization?

What do you hope to get out of this webinar?

SETTING THE STAGE



For change to happen, it helps if everyone is on board.



Convince people that change is necessary.



A clear vision will help everyone understand why you're asking them to do something.



After the structure for change is put in place, the leader needs to continually check for barriers to change.



Create short-term wins.



Real change runs deep, and quick wins are only the beginning of what needs to be done to achieve long-term change.



Finally, to make any change stick, it should become part of the core corporate culture of the organization.

CHANGE DEFINED

Change /CHAnj/

- Is any alteration of a situation or a process
- Is an outer event that happens to us
- Can happen in a second

KOTTER'S 8-STEP CHANGE MODEL



WHAT IS ORGANIZATIONAL CHANGE MANAGEMENT (OCM)?

THREE ASPECTS OF OCM



Adapting to change



Controlling change



Effecting change

OCM IS USED TO...

...prepare, adopt, and implement fundamental organizational changes in...



Organizational

- Culture
- Politics
- Procedures
- Technology
- Environment



Employee

- Roles
- Skills
- Responsibilities

...so that the organization can deal with and profit from changes.

THREE LEVELS OF OCM



Individual
Change Management



Organizational or Initiative
Change Management



Enterprise Change Management
Capability



CREATING A BUSINESS PLAN FOR CHANGE

WHY CREATE A CHANGE BUSINESS PLAN?

- Helps turn vision into reality
- Lends credibility to the change project
- Ensures nothing is overlooked
- Increases efficiency
- Increases accountability

CREATE A SENSE OF URGENCY

Where is the company today, and where does it need to be?

What are the potential threats the company faces?

What are the opportunities the company could or should take advantage of?

What change indicators are present?

CHANGE INDICATORS

External Change Indicators

- Increase in customer complaints or customers lost
- Decline or unexpected financial results
- Poor supply chain relationships
- Loss of market share

Internal Change Indicators

- Breakdowns in communication
- Inconsistent effectiveness, efficiency, and productivity
- Missed deadlines
- Low morale
- Bullying or abusive team member
- Employee turnover
- Absenteeism
- Employees avoiding taking risks

SWOT ANALYSIS

Strengths

What is our industry or competitive advantage?



Weaknesses

Where are we weak, compared with our competitors?



Opportunities

What are the opportunities to increase revenue or profits?

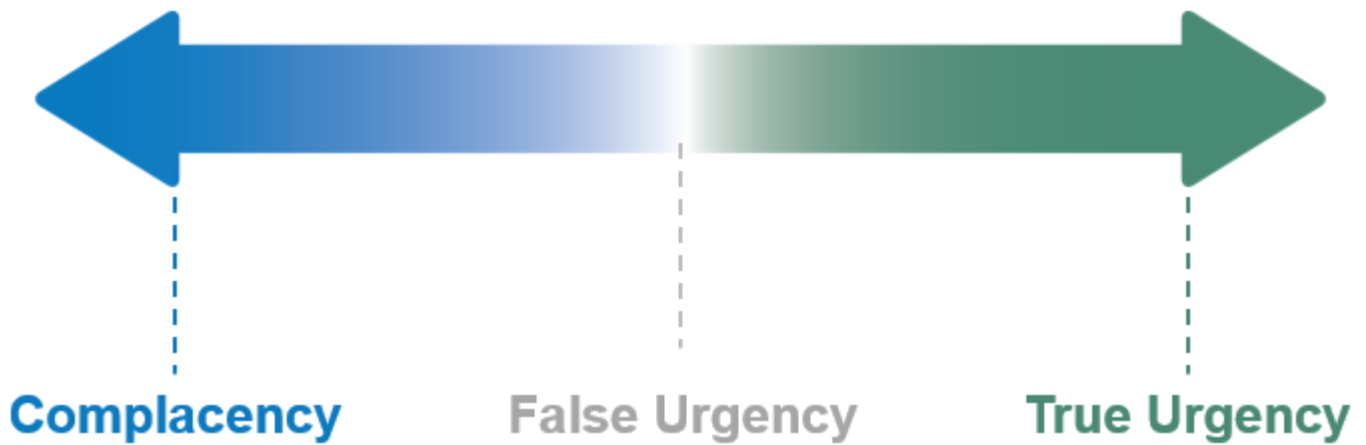


Threats

What threatens our ability to thrive?

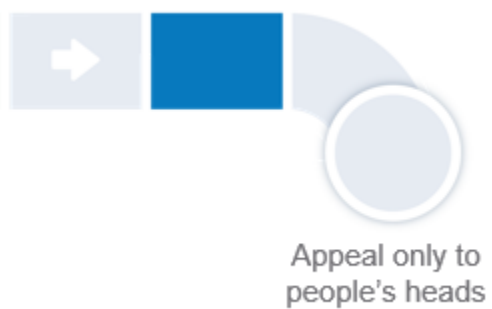


The STATE OF THE ORGANIZATION

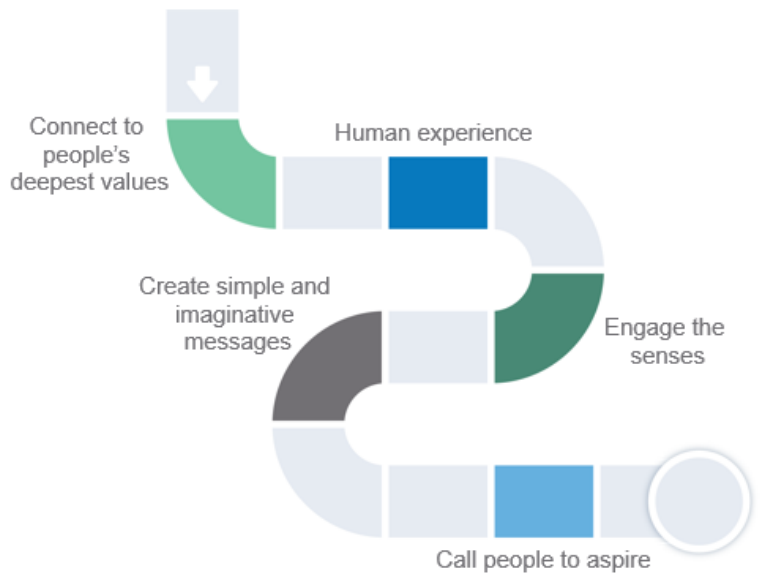


CREATING TRUE URGENCY

The Path to Failure



The Path to Success



FORM A GUIDING COALITION

- From all levels of the company
- From all key stakeholder groups
 - Job titles
 - Status
 - Expertise
 - Political importance or influence
- True change leaders and key stakeholders

FORM THE COALITION

- Ask for an emotional commitment
- Work on team building
- Check for weak areas
- Ensure a good mix of people and viewpoints
- Add individuals as necessary

THE BUSINESS PLAN QUESTIONS

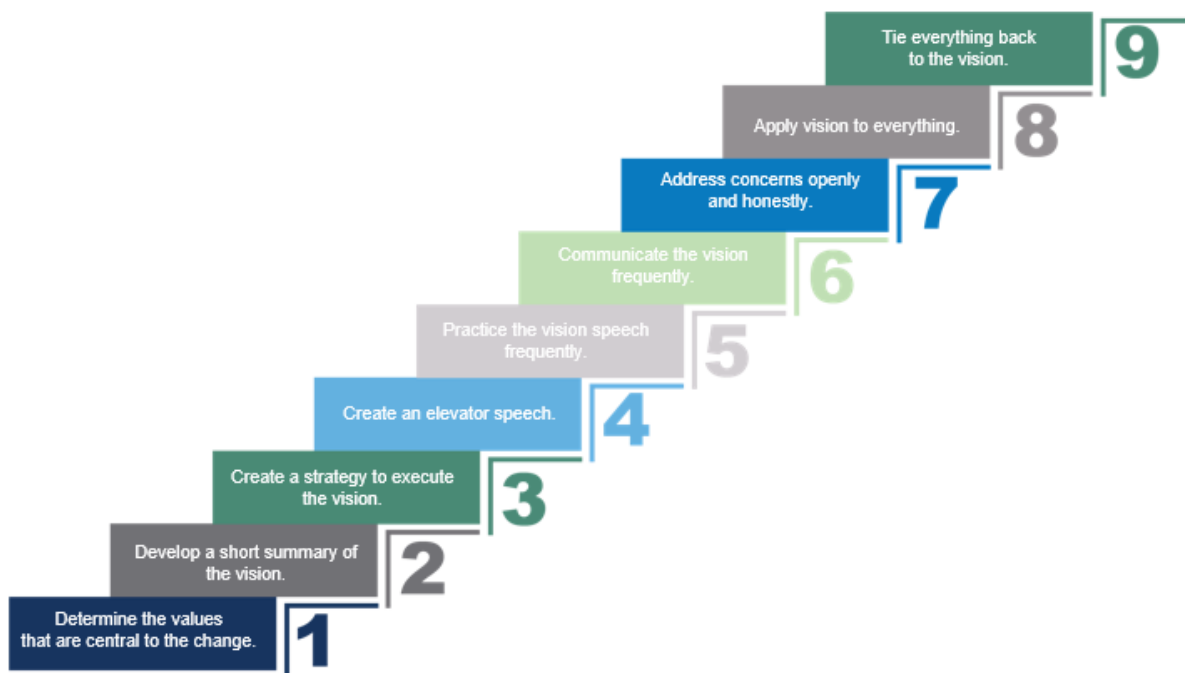
- **What** actions or changes will occur?
- **Who** will carry out these changes?
- By **when** will they take place, and over what period of time?
- **What resources** are needed to carry out these changes?
- **What** is the plan for **communication**?

CREATING AND COMMUNICATING A VISION FOR CHANGE

WHY CREATE A CHANGE VISION?

- Helps people remember
- Helps people understand why
- Helps keep people appropriately informed
- Keeps the change initiative in front of people
- Captures the essence of what the change is about
- Guides decision making and problem solving
- Supports the change strategy

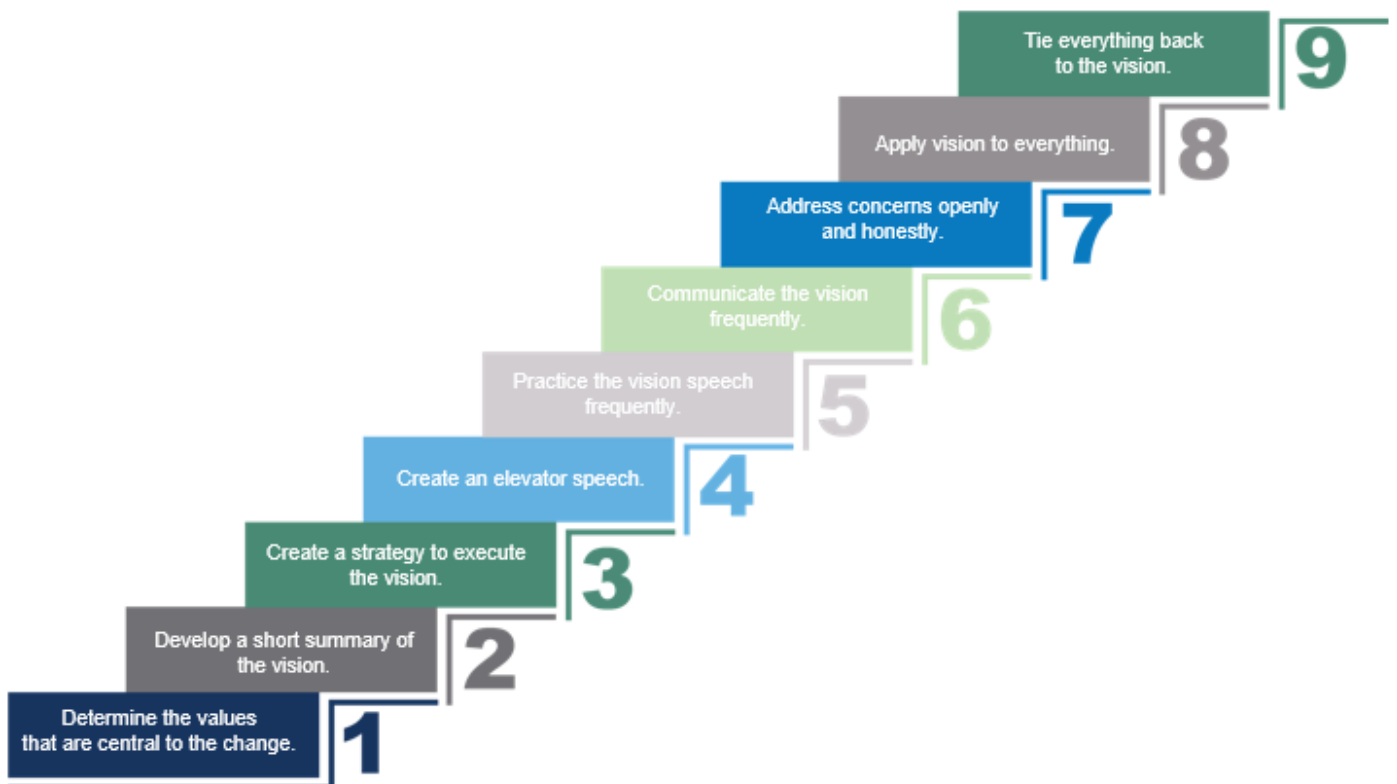
NINE STEPS



1. DETERMINE THE VALUES CENTRAL TO THE CHANGE

- What beliefs do you want to change?
- How do you help people adopt the new belief?
- What actions do you want people to take?
- What beliefs support those actions?

VISION STEPS 2-9

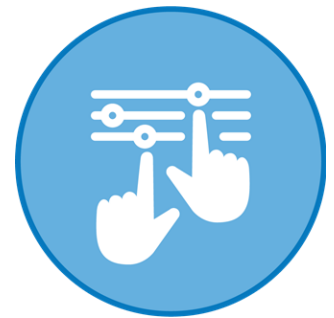


RESOURCES, SUPPORTS, AND STRATEGIES: KOTTER'S 8-STEP CHANGE MODEL



ACTIVITIES TO MOVE CHANGE FORWARD

- Assess the impact of changes on people and structures
- Plan activities to address the impacts of changes
- Ensure those affected understand the process changes
- Ensure those affected have help and support
- Help resisters see what is needed
- Assess training needs from the change
- Plan when and how training will be implemented
- Identify and agree on the success indicators for the change
- Regularly measure and report on the success indicators
- Ensure the change process taps into the strengths of the organization
- Recognize and reward people for making change happen





STRATEGIES TO MOVE CHANGE FORWARD

- Stay purpose-driven
- Constantly communicate
- Invest in people
- Persist until you succeed
- Delegate tasks
- Manage expectations
- Hold people accountable

KEY RESPONSIBILITIES

Remove obstacles to change

Create short-term wins to build momentum

REFLECTION

Think about a change that you have experienced recently or may be going through currently. Briefly note this change in the space below.

Now look back over the activities and strategies on this page and the previous page.

- Put a checkmark next to the activities and strategies you noticed happening.
- Put a star next to the activities and strategies that were most helpful in making the change.

What insight does that give you about leading change?

INCORPORATING CHANGE INTO THE ORGANIZATION'S CORE CULTURE

MAKING CHANGE PART OF THE CULTURE

1. Analyze each win.
2. Learn about *kaizen*.
3. Add people to the coalition.
4. Align systems, structures, and policies with the vision for change.
5. Hire, promote, and develop the right people.
6. Reinvigorate with new projects, themes, and change agents.
7. Talk about progress at every opportunity.
8. Incorporate change values into onboarding.
9. Publicly recognize key coalition members.
10. Connect change to organizational success.
11. Celebrate successes.
12. Incorporate change into everyday processes.
13. Make succession plans for key change leaders as they move on.
14. Make sure company leaders continue to support the change.

ACTION PLAN



Identify a change that you think should be made in your organization.



Draft a brief plan to create urgency for the identified change.



List three key people to be on the change coalition.



Write a one- to two-sentence summary of a vision for change for the identified effort.



Create a detailed action plan that answers all of the business plan questions.

What actions or changes will occur?

Who will carry out these changes?

By **when** will they take place, and over what period of time?

What resources are needed to carry out these changes?

What is the plan for **communication**?

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ACKNOWLEDGMENTS

Presentation produced by: Ignite It Group (www.igniteitgroup.com)



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