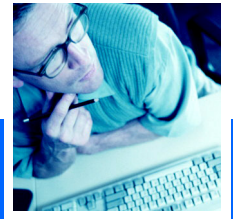


How to create a successful change program

By Nick Whale



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Synopsis

The management of change is the architecture for coordinating all change initiatives to deliver a successful implementation. It is the vehicle for leadership and management control during a major change programme. This article describes the key aspects of the management of change and explores its relationship to change management.

How to ...

How to avoid the results of poorly managed change.

How to manage the resistance to change.

How to manage and implement a change program.

Nick Whale

At the international level, Nick has been implementing change successfully, as a line manager and consultant, for 25 years. Now based in Europe, he acts as an independent consultant helping international organizations to define their visions and turn them into reality. He has an MBA from Cranfield School of Management in the UK.

Introduction

Constant innovation combined with fast, effective implementation is the key to competitive advantage. The management of change should be a core competence for every business. Yet it is surprising how few organizations understand what it takes to successfully manage change. The tell-tale signs are easy to spot:

- A haphazard proliferation of change initiatives.
- Duplication between initiatives
- Projects happening in the wrong order.
- Individuals torn between implementing change and 'business as usual'.
- Resistance to the changes (either covert or overt).

The result is frustration, poor morale, increased employee turnover and absenteeism, and a failure to deliver the envisaged bottom line improvements, (see figure 1 overleaf). Yet it need not be like this. In this article I want to describe the framework you can put in place to ensure the success of your

"There is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new order of things ..."

Niccolo Macchiavelli, 'The Prince'