Building Company Culture

Employee Competency: *Change Management*

Introduction:

Change is tough. Change causes uncertainty. With so much in motion, uncertainty spreads constantly throughout our culture. Managing change amounts to managing uncertainty. But, how can we manage change most effectively? What employee competencies indicate a high degree of resilience for change? Use this review template to investigate.

Employee Descriptors:

"An organization that handles change effectively…"

- Knows where it stands today relative to competitors and competing interests.
- Understand and communicates why changes are necessary.
- Clarifies its goals and has a plan to appraise success.
- Hears from leadership often about changing conditions.
- Encourages customer communication about processes and products.
- Confronts reality: Knows what could and should be improved.
- Ensures that its leadership remains visible to employees in every function.
- Unifies messaging so that there is a consistent presentation about the changes from leadership.
- Understands what the future will be like with and without the change.
- Quantifies the magnitude of the change in terms of process, product, revenue and culture.
- Identifies the owners, the *change agents*, as well as who and what will be most impacted.
- Aligns proposed changes with existing performance indicators.
- Prepares to absorb the cultural impact of uncertainty caused by change.
- Speaks to individuals personally regarding how changes will affect them.
- Engages resistance through understanding and heightened communication.
- Schedules it. Delineates milestones in the change process and expected completion dates.
- Trusts that the leadership and decision makers have the employees' best interests at heart.
- Admits mistakes with humility knowing not every arrow hits the bullseye.
- Makes "course corrections" when it appears necessary.
- Plans for change and its expected effects.
- Keeps senior leadership front and center, encouraging open discussion.

Discussion Questions:

1. If you could, without consideration of the people affected, what would you change here today?
2. In your own words, describe the ways in which you would propose to change a specific process?
3. What would your team members think about the change we just proposed?
4. Would you describe how this change fits into our global strategy for execution?
5. From your perspective, what will be the best way to evaluate the success of this initiative?