

# FOCAL POINT | CHANGE MANAGEMENT NECESSITIES

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## CLEAR VISION, QUANTIFIED OBJECTIVES



Define the purpose of the change and the desired, quantified outcomes. A clear vision aligns the organization, inspires talent, and provides the team with a roadmap for the transformation ahead.

**Benefits** | Data-driven decisions, collective understanding of the road ahead, and definitive milestones to serve as proof that the team did what they said they'd accomplish

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## STRONG LEADERSHIP AND SPONSORSHIP



Senior leaders must be the champions of change. Their commitment and involvement help to drive the effort, remove constraints, smooth out resistance, and ensure resources are properly allocated.

**Benefits** | Changes tied into overall business, time and resources needed to initiate and complete the changes, quick removal of roadblocks, performance management, and words of inspiration

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## STAKEHOLDER ENGAGEMENT



Identify all stakeholders and change contributors impacted by the planned changes. Engage them early. Their input and feedback are essential for addressing concerns, circumventing mistakes, and increasing buy-in.

**Benefits** | Risk mitigation, time and resources needed to initiate and complete the change roadmap, quick removal of roadblocks, and change sustainability

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## EFFECTIVE COMMUNICATION



Develop a communication plan that informs employees, customers, and stakeholders about the change, its benefits, and how it will affect them. Transparent, continuous communication - with progress mapped against key milestones - reduces uncertainty and builds trust.

**Benefits** | Employees understand where they fit in, anxiety reduction, reiteration of vision, and more momentum when the changes hit key milestones

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## EMPLOYEE INVOLVEMENT AND PARTICIPATION



Involving employees in the process fosters ownership and reduces resistance. When people are genuinely heard and encouraged to be involved, they are more likely to support the transition. Find a way to weave your team's good ideas and energy into the transformation.

**Benefits** | Forward momentum, less resistance, talented employees exercising their strengths, and implementations that start as projects but become the new way



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## PRAGMATIC PROJECT MANAGEMENT STRUCTURE



Equip your change team with a disciplined, visible structure & process to manage the transformation's triple constraints - time, cost, and scope. Develop a forum for Executive Sponsors to be actively involved and learn about problems quickly. Project management helps avert risks, remove barriers, and drive toward expected results.

**Benefits** | Role clarity, defined escalation process, project visibility, experience sharing, and knowledge management



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## MANAGING RESISTANCE



Anticipate resistance to change and develop strategies to address it. Resistance is natural, and leaders should actively listen to concerns, offer support, and provide clear rationale for the change. Having uncomfortable conversations allows all parties to learn and grow.

**Benefits** | Quick removal of roadblocks, deeper understanding of the business and employee concerns, and innovative ideas surfacing

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## CHANGE READINESS AND CULTURE



Assess your organization's readiness for change. Find an accelerated-but-reasonable rate of change the collective team can get behind. A culture with a history of embracing change is more likely to adapt quickly, while those resistant to change may need extra focus on mental and emotional shifts.

**Benefits** | Employees understand where they fit in, anxiety reduction, and teams are reassured the organization is evolving in a healthy manner

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## CONTINUOUS MONITORING AND FEEDBACK



Establish metrics to monitor progress, share key milestones, and gather feedback regularly. This allows for adjustments to the change process while ensuring goals are met and issues are resolved. Meeting key milestones and benefits run rates provide immense motivation and sense of accomplishment for the team.

**Benefits** | Motivation on the journey, less resistance, and clarity that a decision or course correction needs to be made

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## TRAINING AND DEVELOPMENT



Empower employees with the necessary skills and support tools to adapt to the new changes - including specialized workshops, process maps, updated procedures, instructional videos, and computer-based training modules. Providing relevant training ensures a smoother transition, gets adoption behaviors going, and boosts confidence in the new system or processes.

**Benefits** | Employee engagement, professional satisfaction, new processes & systems adoption, and continuous learning

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## A COLLECTIVE CONTINUOUS IMPROVEMENT MENTALITY



Turn your team's good ideas into new capabilities - in perpetuity - with a custom continuous improvement infrastructure. This may involve facilitated brainstorming or kaizen events, new products & services development processes, or work time allocated to experimentation. Build in an expectation of evolution. Instill confidence in your talented employees to bring new ideas to the Executive team.

**Benefits** | Continuous improvements, deeper business understanding, and greater employee satisfaction

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## SUSTAINABLE, EMBEDDED CHANGE



Ensure changes are embedded into the organization's culture, policies, and procedures - essentially becoming the new way of running the business. Long-term success depends on continuous reinforcement of the changes, recognition of new behaviors, and ongoing training & support.

**Benefits** | New processes & systems adoption, continuous learning & improvement, reduced employee frustrations, and change management team pride in ownership