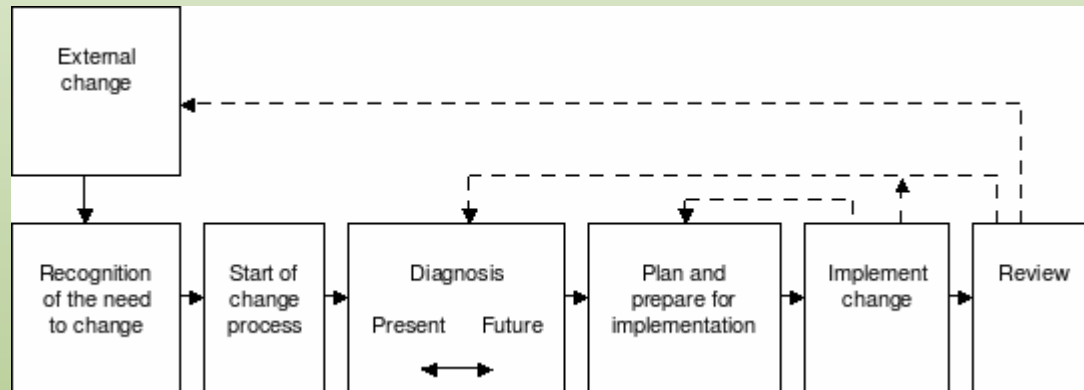


Change management Or the art of evolving

Week 6

Process model after Hayes



part II

part III

part V

part VI

We are here

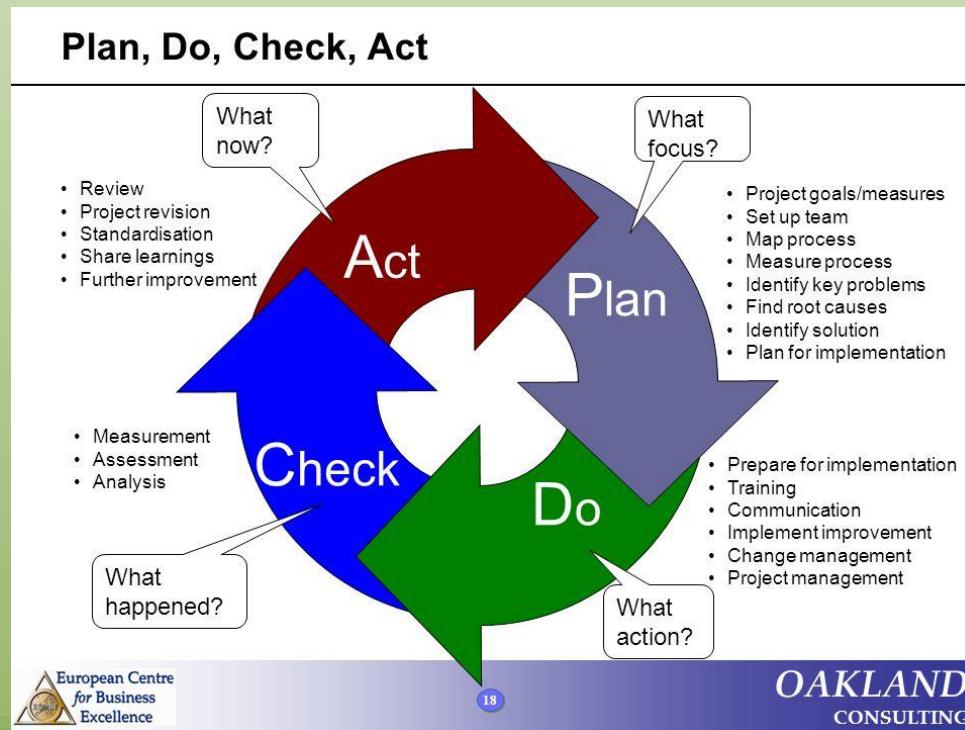
Further to having identified what needs to be changed, follow

Planning what is to be implemented – plan ✓

Implementing what was planned – do

Learning the lessons – check

Maintaining what brings added value – act



Using Tools 1

Establishing who will do what and when and for what purpose

Who: decide on who will coordinate the process

What: list and detail the results from the diagnostics

When: establish a timeline based on a critical path analysis

Purpose: identify and detail the desired end results

Key tools

T1, T2, T5, T8

Using Tools 2

Identifying the tools for appreciating the achievement of purpose

Gaps analysis

Key tools

T2, T3, T4, T6, T8

Implementation challenges

Differing approaches and worldviews
Group/team compositions and motivations

Degree of complexity
Assessment and appreciation of facts and events

Data collection fragmentation
Appropriateness of data collection method

Pressure & time

Review challenges

Assessing:

- Achievement of purpose
- Achievement of change
- The change plan itself

Use the balanced scorecard as a tool to integrate past and future performance in terms of

- Finance
- Customers
- Internal processes
- Innovation and learning

Readings

- [http://www1.unisg.ch/www/edis.nsf/SysLkpByIdentifier/2766/\\$FILE/dis2766.pdf](http://www1.unisg.ch/www/edis.nsf/SysLkpByIdentifier/2766/$FILE/dis2766.pdf)
- [http://www02.abb.com/global/huabb/huabb008.nsf/0/a80631944a6b1124c12574e800321060/\\$file/FS-A05+Managing+the+implementation+of+change.pdf](http://www02.abb.com/global/huabb/huabb008.nsf/0/a80631944a6b1124c12574e800321060/$file/FS-A05+Managing+the+implementation+of+change.pdf)
- <http://www.hqontario.ca/Portals/0/documents/qi/qi-implementing-and-sustaining-changes-primer-en.pdf>
- Hayes: ch 25-26