

# THE CHANGE PROCESS

## The Spectrum of Change

**Adaptive Change:** Small, incremental changes that organizations need to adopt as they evolve. Modifications and fine tuning that leaders must employ to execute the MOSAIC strategy. With Adaptive Changes the department or organization remains largely the same, management structures and key strategies don't really change. Implementation of changes is largely a matter of adding or refining processes.

**Transformational Change:** Are much larger than adaptive changes both in scale and scope. They involve radical shifts in direction for the organization. Oftentimes it involves a simultaneous adjustment in strategy, structure, people and processes. Transformational Changes are often prompted by external circumstances, but may also be necessary because of internal developments.

### UNFREEZE

- Prepare your team for change
- Help your people recognize the need for change
- Raise awareness of the problems facing the organization or department
- Question current ways of doing things
- Design realistic changes that team can actually carry out
- Create a sense of direction for the organization or department
- Build a team to help carry out the change
- Convey a picture of the future that is compelling and believable.
- Create a sense of urgency by making it clear what will happen if the organization or department doesn't change.
- Draft a change plan with inputs and recommendations from those who will be responsible for carrying out change.
- Outline exactly what behaviors will be necessary.
- Understand what the actual cost and perceived cost of this change will be. Make sure the change is worth the price everyone will pay.
- Outline the sequence needed. Speeches, meetings, trainings, fundraising etc.
- Clearly ID the deliverables. Know what a win will look like and what failure will look like.

### CHANGE

- Make the change, alter how the organization or department does things.
- Implement changes in line with the vision for the future.
- Alter the strategy, structure, systems, process and above all people behaviors
- Clarify and reinforce what is expected going forward. Remind people of the deliverables.
- Remove roadblocks
- Clarify what behaviors are acceptable
- Alter key structures and incentive systems to succeed.
- Repeat the communication of the vision
- Model the behavior
- Provide coaching and support to the team
- Repeat, repeat, repeat and communicate how this change will benefit the team, organization or department.

### REFREEZE

- Embed changes fully into the culture and practices of your organization or department
- Make sure all necessary structures, controls, systems and rewards are installed
- Prevent backsliding into traditional, dysfunctional routines
- Consolidate changes
- Institutionalize new ways of working
- Review progress
- Look for additional challenges to tackle going forward
- Don't let up!