

# Managing Change



At a Glance

## ADKAR Model

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results.

The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organisational change.

For example,

- **Awareness** of the need to change
- **Desire** to participate and support the change
- **Knowledge** of how to change (and what the change looks like)
- **Ability** to implement the change on a day-to-day basis
- **Reinforcement** to keep the change in place

## Change Management Plan

Typically, the plan is a living document, undergoing updates at regular intervals. While most change management plans contain certain elements, no two plans are necessarily alike; they will vary according to the change management project and the needs of the organisation.

Certain elements are common to most comprehensive change management plans:

- Introduction
- Scope
- Methodology
- Benefits
- Roles and Resources
- Milestones
- Success Measures
- Barriers and Risks (Risk/Benefit Analysis)
- Budget





## Appreciative Inquiry

Appreciative inquiry is conducted in organisations for several reasons.

- It allows the performance of people from across the whole system to participate in an inquiry; all stakeholders (employees, customers, vendors, and interested community members) are involved in the process.
- It leads to the design of appreciative organisations that can support stakeholders fostering a triple bottom line; people, profits, and planet.
- It serves as a catalyst for the transformation of an organisational culture.

## Four Stages of AI

The four stages in the Appreciative Inquiry model are known as the 4-D cycle. They are:

**Discovery.** Mobilising the whole system by engaging all stakeholders in the articulation of strengths and best practices. Identifying “The best of what has been and what is.”

**Dream.** Creating a clear results-oriented vision in relation to discovered potential and in relation to questions of higher purpose, such as “What does the world call us to become?”

**Design.** Creating possibility propositions of the idea organisation, articulating an organisation design that is capable of drawing upon and magnifying the positive core to realise the newly expressed dream.

**Destiny.** Strengthening the affirmative capability of the whole system, enabling it to build hope and sustain momentum for ongoing positive change and high performance.

## Communication Plan

A communication plan should cover the following headings.

- **Event.** The communication, be it a weekly report, or a presentation to the board.
- **Sender.** Who is responsible for preparing and scheduling the piece of communication?
- **Audience.** Who should receive the communication?
- **Content.** What it will contain. This should address the reason the audience will be interested in the project.
- **Timing.** How often it will be presented.
- **Medium.** The way in which it will be delivered.
- **Reason.** Why you are communicating with them. Why are they a key stakeholder?

