The Journey to Enterprise Level Change Management Capacity

As you look to develop Change Management capacity in your organization you pass through a number of key stages.

RUDIMENTARY

Where there is change management, the focus is on communication and training

TACTICAL

Some change management is being applied, particularly when resistance is expected, but this is inconsistent across projects

Moving from Tactical Level 2 to Organizational Level 3 requires:

Significant effort and a strong belief in the value of using processes to improve productivity. **4 key metrics:**

1. **Consistency** – i.e. a common language, process, skills and toolkit
2. **Scalability** – i.e. easy to adjust for projects of different magnitude and complexity
3. **Transferability** – i.e. learning available for different roles in the change process
4. **Tracking** – i.e. - project tracking and reporting includes change management measures

ORGANIZATIONAL

A consistent change management approach is adopted, it aligns with other processes and is being applied to various projects across the organization

Moving from Organizational Level 3 to Institutional Level 4 often requires:

A substantial cultural shift and is work in progress for most organizations. **1 key metric:**

1. The organization is monitoring change capacity and resilience levels, to determine organizational capacity and resilience, to determine if and when to initiate new initiatives

INSTITUTIONAL

Leaders are actively managing change demand and capturing lessons, so that sufficient capacity can be released to deliver business-critical changes

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You can identify some key characteristics around leadership mindset and matching change demand at each stage

	RUDIMENTARY	TACTICAL	ORGANIZATIONAL	INSTITUTIONAL
LEADERSHIP MINDSET	• people are rational and will get on board if they know what the change is about and they get the right training • there is not much disruption, and people will just get on board	• Change Management is good stuff if we have the time • and an available HR/OD expert who will know how to work with people	• getting people to commit to change and adjust their behavior are essential factors for successful organizational change • we need to take a joined-up approach to the change process and managers need the skills and tools to drive change in their areas	• being able to handle constant change is a core competency in this organization • assessing people's capacity and limits to changing successfully is a core part of strategic decision-making
MATCHING CHANGE DEMAND	Sufficient when Change Demand is slow and incremental	May be enough to support improvement projects where there are notable consequences if the business case is not achieved	Critical to the success of a major change program, with its complexity, interdependencies and need for people change	Necessary for organizations with a transformational/agile change agenda