



Strategic Change Management:

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What Issues require change?

- In the short term, they are external threats or opportunities beyond the discretionary authority of any organization.
- In the long term, it is the gap between organizational actions, stakeholder expectations & societal needs.



What is Change Management?

- The process used to close the gap between organizational actions, stakeholder expectations & societal needs.
- The procedures used to help any organization engage change “on purpose” rather than “by accident.”



3 Rules for Change Management.

1. Follow a process.

- Identify & analyze issues, set priorities, carry out a plan & evaluate results.

2. Use an open architecture.

- Build a model that permits input, ownership & evaluation by others.

3. Get leadership commitment.

- It's more important than process & design.

The Innovation Paradigm:

Relative Advantage:

- More productive or effective.

Compatibility with Values & Practices:

- Reinforces cultural norms

Simplicity & Ease of Use:

- Understandable & Implementable.

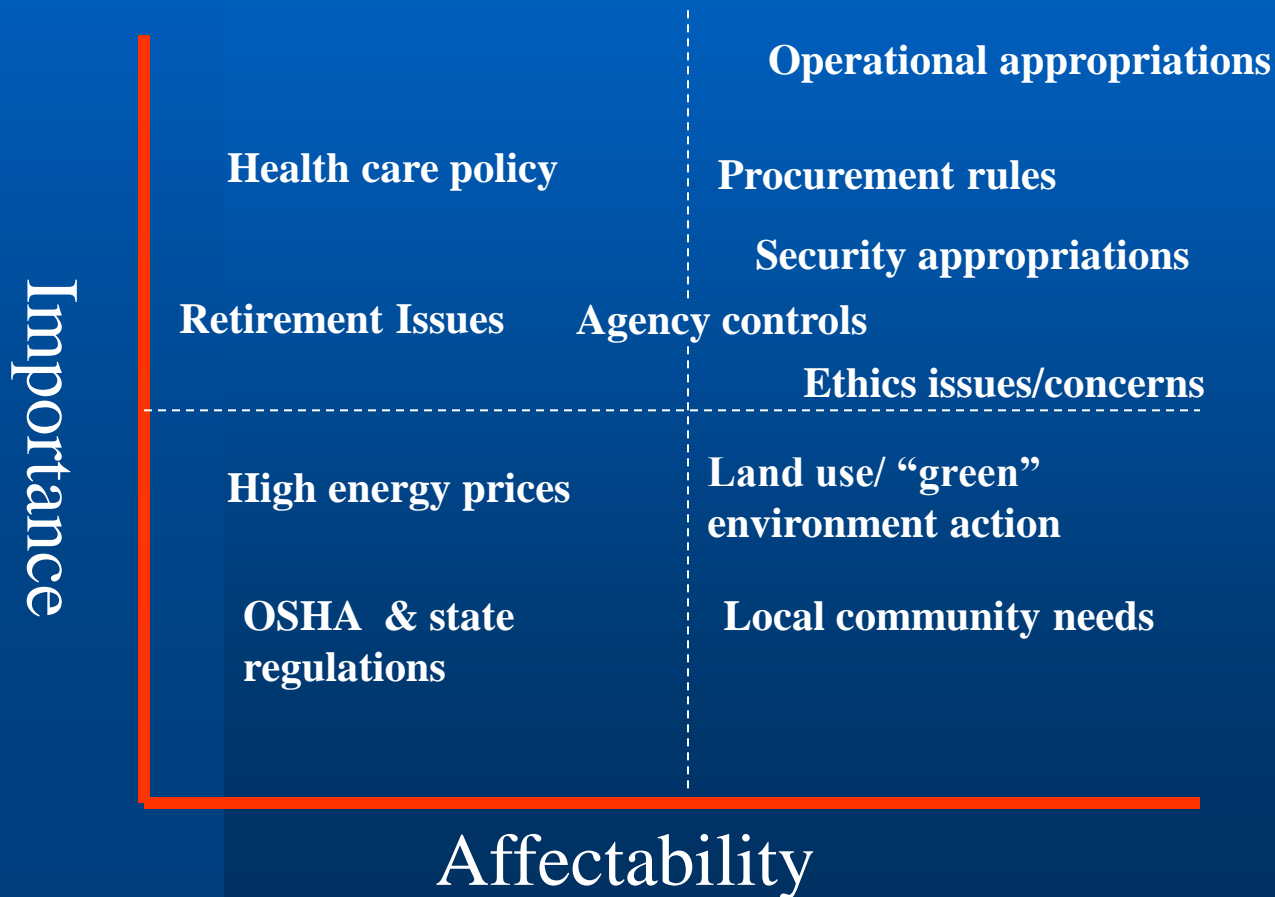
Trialability:

- pilot the change.

Observable results:

- outcomes are visible & desirable.

How Organizations Set Change Priorities:



Components of Successful Engagement:

The Individual:

- Personal perception of the issue.

The Cultural Domain:

- values, norms & required behavior.

The Social Field:

- individuals & institutions
that control divergent thinking.



Systems Thinking:

- Peter Senge – The Fifth Discipline;
- Pragmatic use of domains based on systems thinking;
- Knowledge synthesis & extension.



Integrated Model.

Product/Process Focus:

- Highly integrated change engagement is called for.
- Domain teams tie organizational needs to issues affecting both internal culture & clients.
- Emphasis is placed on identifying emergent leaders:
 - Personal gifts – self respect, integrity.
 - Interpersonal skills - communication, ability to foster excellence.