

## Strategic Change Management

Our Strategic Change Management (SCM) services provide full support to clients exposed to the opportunities and challenges of change. Support includes expert facilitation to help bring client teams together, to manage change both around the work (task-side, T) aspects, and the people (people-side, P) needs.

The SCM-T (task-side) stages below depict the task-side components within a change strategy. When working with our clients, we also provide a people side (SCM-P) counterpart, where the SCM-P stages (back panel) make organizations aware and guide them in the navigation around the impact of change on people.

### Strategic Change Management-T (SCM-T)



#### PREPARE: for change

- Define, justify and plan desired change
- Assign leaders, champions, teams
- Recognize cautions around culture and funding issues



#### IDENTIFY: purpose for change

- Articulate business need for making change
- Is it a need for competition or efficiencies?
- Is change aligned with mission?



#### ASSESS: readiness for change

- Establish internal readiness for change
- Confirm leadership with a communications plan
- Review cultural norms that support or do not support change



#### IMPLEMENT: change

- Establish milestones
- Recognize and document progress
- Recognize cautions around process and structural barriers



#### MONITOR: change results

- Continuously evaluate progress in reaching milestones
- Revise and adjust plan as needed
- Recognize and reward successes

# Strategic Change Management-P (SCM-P)



## IDENTIFY: purpose for change

- Sort people's needs
- Is it need for Information, Explanations, or Options?



## ANTICIPATE: issues

- Consider barriers and internal readiness for change
- Consider transparency of communications plan
- Review cultural norms that support or do not support change



## REACTION: to change

- Recognize importance to sort known and unknown dynamics of change
- Note varied reactions (denial, anger, depression, anxiety, acceptance)
- Be cognizant of organizational culture and climate impact on change



## IMPLEMENT: change

- Note four responses to change (support, accept, acquiesce, challenge)
- Be aware of structure and process constraints that may affect the change efforts



## MONITOR: change results

- Peoples' actions (stay, re-learn, retire, quit)
- Consider a "transition center" to communicate, support, and/or counsel people
- Recognize positives and celebrate successes

### Managing Task-side Structural Change

**CHALLENGE:** A division within the Dept. of Transportation (DOT) started a new effort to become a matrix oriented and less functionally structured unit. The change was made, but the new teams were uncertain about how they should operate to exploit the new structure.

**SOLUTION:** *TBG Resultants™* used the Building a High-Performance Team training to serve as the vehicle through which participants learned what was needed to effectively move from the old ways to the new. This effort successfully organized the division to work together as multidisciplinary task teams.

**IMPACT:** The personnel were energized about the overall effort because they now were in the decision-making circles and learned of all the projects through the multidisciplinary nature of each team. They were recognized by FHWA for this successful transformation to a matrix organization.

### Managing People-side Behavioral Change

**CHALLENGE:** An agency of the USDA had a campaign to teach the public food handling safety. The effort was unable to demonstrate desired behavior changes in practicing good, clean preparation and cooking of food.

**SOLUTION:** *TBG Resultants™* utilized social marketing tools and strategies to help develop processes that would provide a more definite means to evaluate new, desirable food safety behaviors. The solutions included:

- educate agency leaders about social marketing
- select a specific segment of people (pilot group)
- target awareness and education to pilot group
- measure behavior change in group

**IMPACT:** The campaign succeeded in eliciting measurable behavior change among the test population. The agency received an award for this success and the study has been touted as a distinctive benchmark in reaching and changing public behavior.