



Organizational Change Management

Key Principles and Practices

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MGT 450

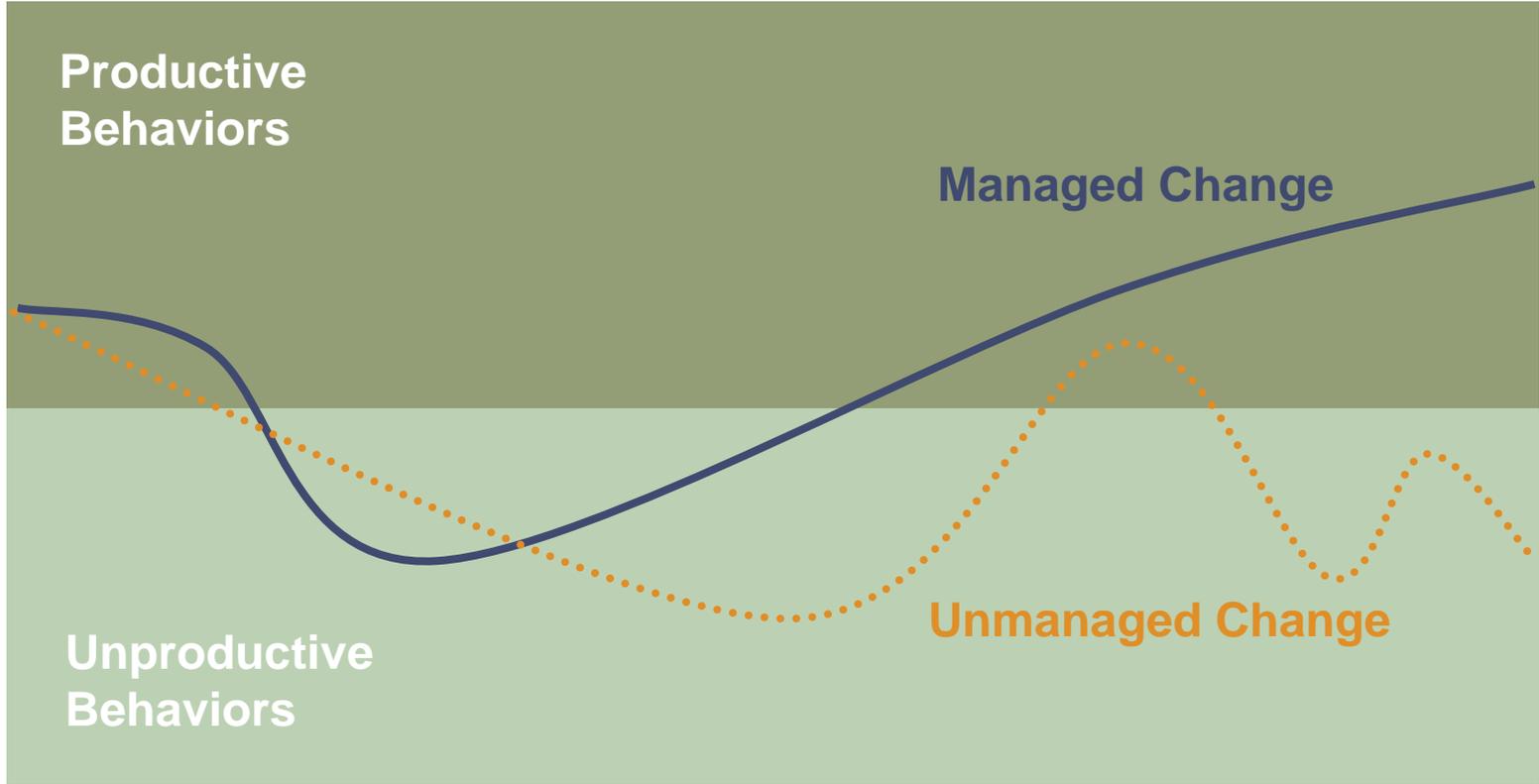


What is Change Management?

- It consists of:
 - The task of managing change (from a reactive or a proactive stance)
 - An area of professional practice (with considerable variation of knowledge and skills between practitioners)
 - A body of knowledge (consisting of models, methods, techniques and other tools)

Unmanaged Change Prolongs Unproductive Behavior, Jeopardizing the Company's Future

EMPLOYEE PRODUCTIVITY



TIME

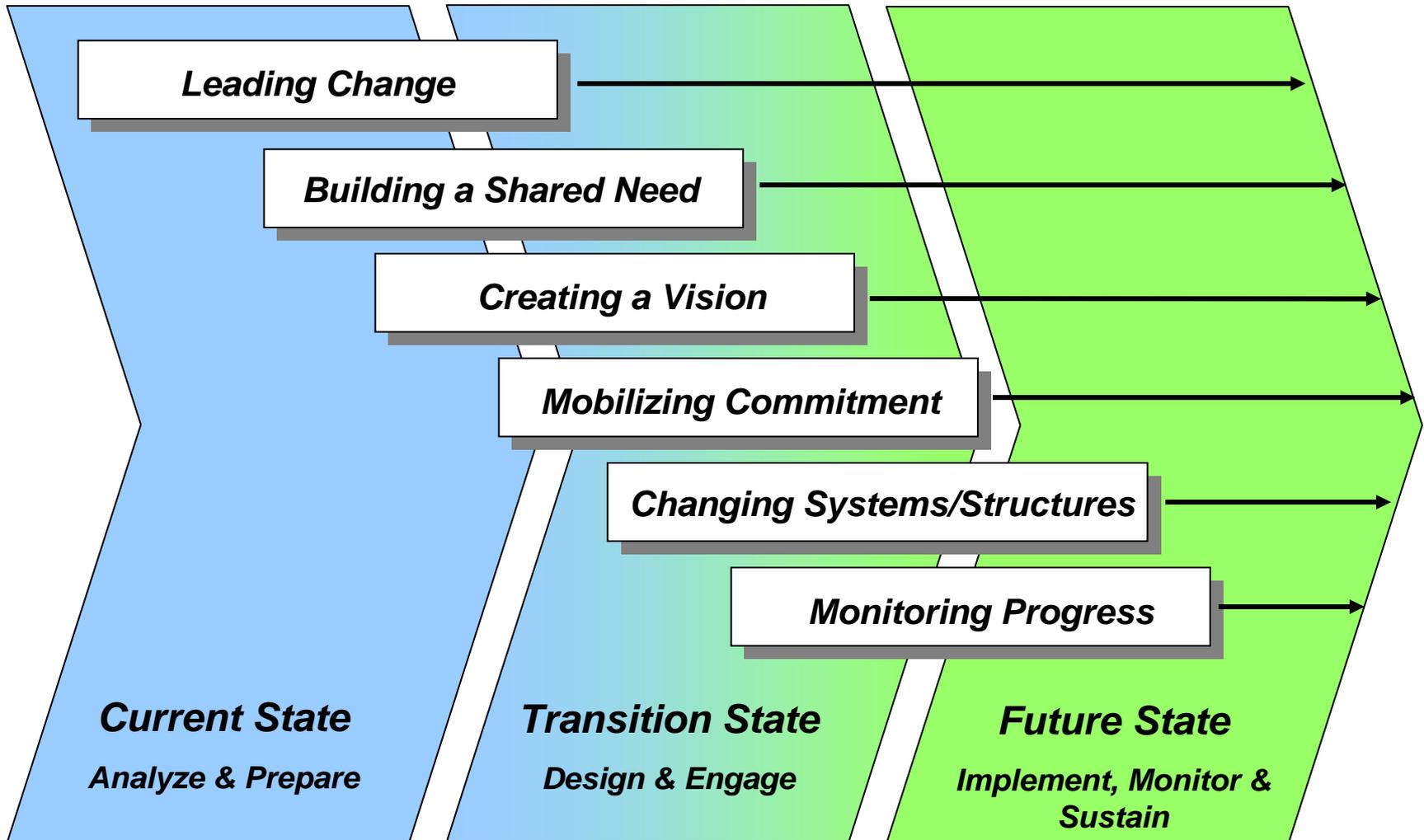


Top 8 Reasons Change Efforts Fail*

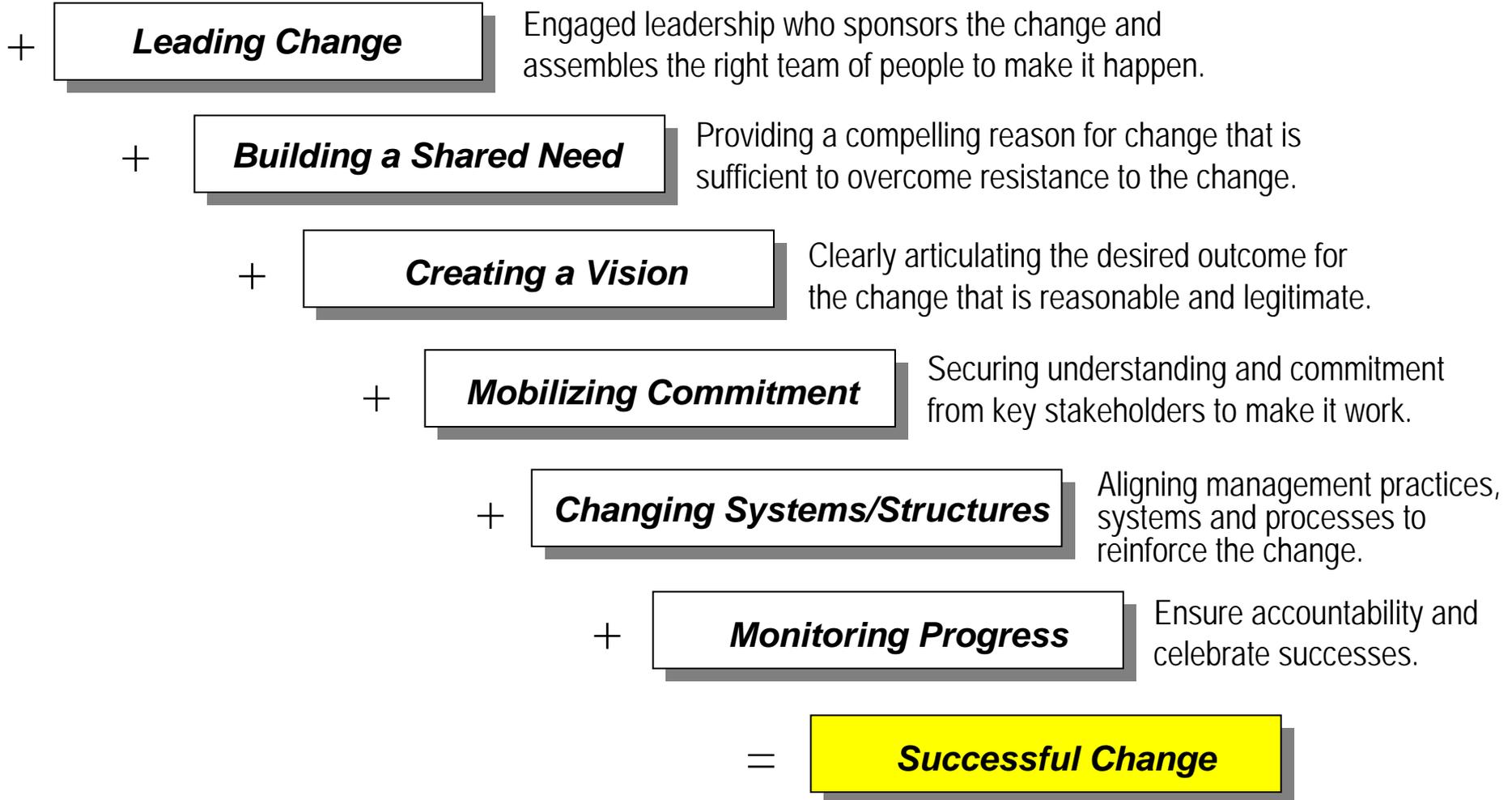
1. **No sense of urgency** (complacent staff)
2. **No central guidance** (committed leadership & management)
3. **Lack of vision**
4. **Under-communicating the vision**
5. **Not removing obstacles to new vision** (Obstacles can be org. structure, procedures and policies, or managers who resist the change)
6. **Not planning for short-term wins** (need to celebrate milestones)
7. **Declaring victory too soon** (stay engaged even after the project plans are complete)
8. **Changes not anchored in the corporate culture**

*Source: John Kotter, Leading Change., 1996, Harvard Business Press, Boston, MA

The Accelerated Change Process



Prerequisites for Successful Change





Change Management Sources

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