

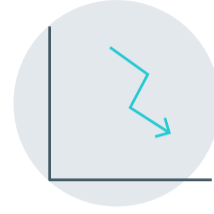
You would use this factsheet when you are seeking to introduce change within your operation. The approach used can be scaled according to the size of the change.

Projected performance gains



Increased

- Morale
- Skills
- Engagement
- Productivity

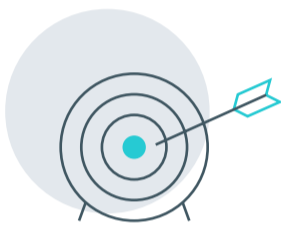


Reduced

- Miscommunication
- Waste

What investment is needed to understand the concept?

DIFFICULTY



Medium

Any change can be hard, but adopting the principles described here can make it much easier

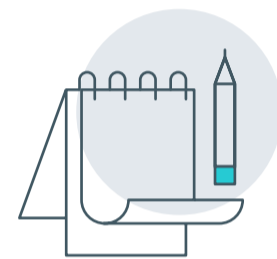
ACTIVITY



Team and Individual

It is important to work in teams and individually to fully understand the concept

EQUIPMENT



None

No equipment is needed in this activity

Explanation of the concept

It is often said that people resist change. This may appear to be true, especially if you are personally committed to the change, believing wholeheartedly that it will benefit everyone. However, people's apparent resistance may reflect other concerns. For example:

- Loss of control and autonomy
- Uncertainty, surprises or additional workload
- The past (which they helped create) is no longer "good enough" – does that reflect on them?
- Capability to do the new things?

The key concept for change management is that by observing a process, these concerns can be addressed better and people will be more likely to engage and come with you.

Model of change management

A very simple model of change management asks the key questions:

- Is there sufficient pressure to change?
- Do we have a clear shared vision?
- Do we have the capacity or capability to change?
- Do we have clearly understood actionable first steps?

These have been developed in the 8 Steps of the well-established Kotter Framework of Change Management. A checklist is included at the end of this factsheet to use before, during and after any change.

Above all, seek to involve people in the change process, to alleviate many of the concerns they may feel. Communicate widely and deeply. Honour the good things from the past. Build capability of people for the new work. Recognise that it is hard work to develop the practices required to sustain.



There is a Change Management checklist at the end of this factsheet which offers more detail of these steps and will be useful for you to use in this process.

How to go about using this factsheet to make improvement



1

Consider the change you are seeking or needing to make



2

Use the checklist to identify where you are strong and have gaps



3

Develop and implement actions for any of the 8 areas where you found gaps



4

Return to the checklist periodically to review and learn from the process

Recommended reading



Kotter J. P. (2016) *Our Iceberg is Melting: Changing and Succeeding Under Any Conditions*. Penguin Random House.

ISBN: 978-0399563911

Kotter J. P. (1996) *Leading Change*. Harvard Business Review Press.

ISBN: 978-1422186435

Johnson. S. (1999) *Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life*. Vermillion.

ISBN: 978-0091816971

Further support

Change management – There is a change management checklist at the end of this factsheet to help you with these steps.

Change Management Checklist [John P. Kotter *Leading Change* (1996), Harvard Business Review Press]

No	Check item	Description	Score						What gaps do you need to address?
			0	1	2	3	4	5	
1	Sense of Urgency	Urgency not complacency, among relevant and sufficient people							
2	Guiding Team	Credibility, skills, connections, reputation & formal authority, trust, emotional commitment							
3	Clear Vision	Sensible, clear, simple, uplifting Created/ owned by Guiding Team, linked to strategies							
4	Communication	Simple heartfelt message, multi-channel "Remarkably, smart people undercommunicate or poorly communicate all the time without recognising their error"							
6	Empowerment	Remove obstacles which prevent people acting on the vision Enable people to make changes (training & systems)							
7	Short Term Wins	Desperately need for momentum (at start and later too!)							
8	Don't Let Up	Build upon efforts; don't do too much too soon, or quit too early							
9	Make Change Stick	Nurture a new culture (norms of behaviour and shared values) Sustain gains (process and results).							
Sub Total									

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