

FRITS J. BOS, PMP

1602 - 145 Hillcrest Ave., Mississauga, ON, L5B 3Z1 | C: (416) 524-7790 | frits@pm4hire.com

Organizations that remain the same for a long time tend to slip into a state of decline, so most companies prevent that by implementing continuous improvements. Depending on the nature of the required changes, the impact of change can be more, or less, dramatic. It is important to engage employees in the change process to build understanding and acceptance, but also to be proactive in teaching employees how to succeed in the post-change environment. Addressing the needs of individual employees can be a big challenge but is crucial to maintain productivity.

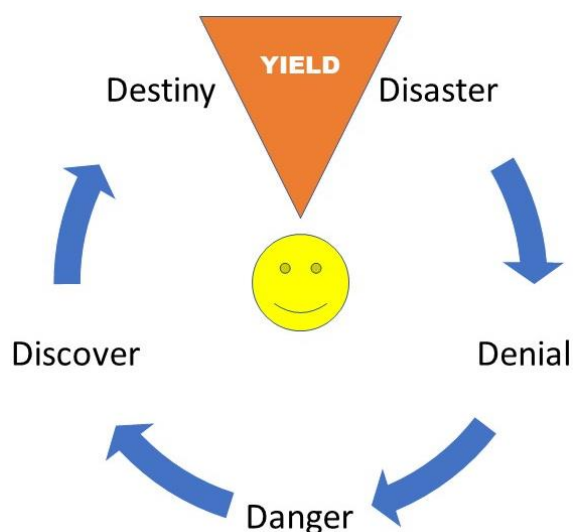
Business Transformation changes “business as usual.”

It takes away the existing routines and can cause upset in the work environment. Seniority may lose its advantage as less senior employees may catch on quicker and adapt to a new way of doing things that much faster. We sometimes forget that as new software is introduced, or companies merge, and people are left to figure things out on their own.



I offer a custom consulting program to manage change!

With over 30 years of project management experience in managing projects, I can attest to what the impact of change can be on the workforce. Sometimes you cannot broadcast pending change for competitive reasons: that does nothing to lessen the importance of working with employees at the earliest opportunity to have them understand the constraints so that they can become as receptive as possible to the outcome of change. For example, in the case of a merger that creates surplus capacity, or especially in the case of an acquisition of one company by another, prepare for a support program that helps to transition people into new jobs, or to help them find jobs. It is important to consider people first, because a successful transformation depends on their help.



5-D Model of Change Impact

It is not easy to go through life preparing for the worst, although it is a blessing to be disappointed that changes did not impact after all. What is more appropriate is that we prepare to deal with plausible impact and allow it to pass rather than getting caught up in a collision that is avoidable – not only in traffic, but in all kinds of events that can strike in life. The most common events are the loss of employment that most people take for granted as a plausible event, yet that few people are prepared to deal with proactively. The issue is that when it happens the opportunities for dealing with the problem tend to be limited: you are faced with many decisions as well as the pressure to restore your income as soon as possible before the event gets out of hand. We will explore the key stages of dealing with impact events for employees.

The “**5-D Model of Change Impact**” model is a customized variation on the proprietary ADKAR model by Prosci (= *awareness, desire, knowledge, ability and reinforcement*) that is generally used to explain the process. The ADKAR process is best applied in a proactive organizational change situation where change management teams engage individuals to optimize the process and to produce organizational change. This is typically an aspect of project planning, and how to elicit requirements that facilitate change by inviting all stakeholders to collaborate. ADKAR is typically focused only on the primary stakeholders, which leaves many uninitiated employees.

The “**5-D**” model recognizes that pre-emptive planning is not always possible: sometimes we must prepare for change to achieve competitive advantage that we cannot be broadcast without risk that competitors catch on early: therefore, we focus on how people react to consequences of change, so that we can minimize any adverse impact on the workforce at large. ADKAR forms part of the process to educate people on the necessity of change, to get post-hoc buy-in for the initiatives, but to manage the impact on the individual we require a transition process that helps employees to overcome the consequences of change, to adapt, and to move on or move out, as the case may be (depending on whether the change involves downsizing or retraining).

Disaster → usually a sudden, uncontrolled change event that turns your world upside-down. It is not so much the event itself, as how you respond that gives it negative energy in your life. Every person has similar initial reactions– the difference is in coping and moving on.

Denial → a state where you remain unable to move forward to deal with the event, to overcome the initial state of shock and move beyond the after-effects. You cannot revive and restore the past: focus on how things could have been worse: you survived lived to deal with it.

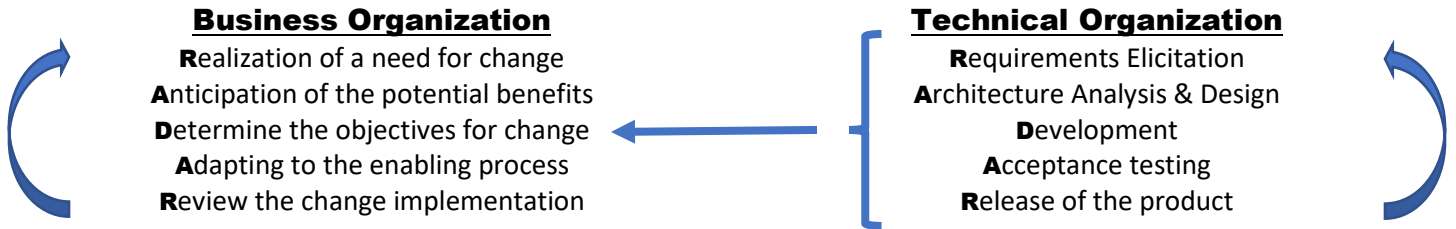
Danger → that zone of doubt about the reality, to break through the indecision trap. Sometimes people harbor hope that their job will be reinstated: this is a common “rescue fantasy” of the employer coming to their senses and realizing they made a mistake.

Discover → people must establish a retirement plan, understand the income needs to maintain a desired lifestyle. We need a “Career Continuity Plan” and a “Personal Disaster Recovery Plan” to dampen the impact of career-related disasters prior to retirement. This is when people start to explore how the change can benefit their career opportunities.

Destiny → while a gut reaction to change may signal a sense of disaster, preparation for change can channel that into a wake-up call that the next phase of our career has arrived. There is no merit in getting stuck in denial, when status-quo is over, and change is inevitable.

It is by no means easy for people to live through a business transformation, but with companies taking over companies that is an experience most people will repeat several times during their working life. In most cases there is an impetus for business transformation that aims to make a company more efficient, which can also come from within the company. I do have a complete program to help people through outplacement and job search stages that, in many cases, opens the door to new and better opportunities elsewhere, or even to self-employment and contract work, depending on their self-discovery. If applicable, I can fold that into the overall business transformation engagement. This brings us back to our adaptation of the ADKAR program.

The proprietary ADKAR model by Prosci that I have adapted to reflect my project management approach (which created the acronym RADAR below) now recognizes two execution levels:



Talking about change generally leaves people lukewarm at best, which does not help introducing new systems. While most people like to see progress (which is a prerequisite to job security) we cannot expect immediate acceptance of change from an “as is” to a “to be” state: there is fear of letting go, which in some people can transform into obstruction. Whereas the solution often requires a good deal of IQ, the implementation may depend on a healthy dose of EQ to overcome natural resistance to change. It is important to understand the root cause of past failures to introduce change to identify if any resistance to change was the underlying cause of failure, so that we can implement the compensating activities to get around this problem.

A major stumbling block is the inability to see the full potential of change up front, so that even if a solution is implemented there is that nagging feeling that further change is called for. Over time people become more resistant to change, because even the best managed change tends to be disruptive. With the introduction of technology comes the potential of a second change cycle that is purely technology driven, where business users do not see tangible benefits, but for which they do experience a similar level of disruption. Even the best executed technical project may not be able to effect change in a business organization without taking the human impact into consideration. People must be convinced of a need for a change and/or the benefits of a change: most individuals simply focus on the disruption while we need them to embrace change to allow the implementation to be an effective operational improvement.

Business Organization

For the business organization the disruption is related to adapting processes and procedures as part of implementing new systems. I have a RADAR change process that assists people with adaptation to change and acceptance of a new way of doing things, or even to assume a new role or (ultimately) find new job opportunities.

Technical Organization

For the technical organization the disruption is project related as we start new work effort to create or purchase new systems. I have proper project methodologies encapsulated in RADAR to handle different kinds of projects within the above stages so these systems can be properly implemented and integrated into operations.

Low cost introductory offer

For this ***introductory offer*** we charge \$850.00 per day (for out-of-town venues add \$400.00 for travel time, plus reimbursement of transportation and lodging expenses at cost).

Respectfully,

Frits J. Bos, PMP