

A monthly resource for members of IMEA's Safety, Education & Training program.

Preparing Your Staff for Organizational Change

#### 6 Steps to Effective Organizational Change Management

## Clearly define the change and align it to business goals.

It might seem obvious but many organizations miss this first vital step. It's one thing to articulate the change required and entirely another to conduct a critical review against organizational objectives and performance goals to ensure the change will carry your business in the right direction strategically, financially, and ethically. This step can also assist you to determine the value of the change, which will quantify the effort and inputs you should invest.

#### Key questions:

What do we need to change? Why is this change required?

#### Determine impacts and those affected.

Once you know exactly what you wish to achieve and why, you should then determine the impacts of the change at various organizational levels. Review the effect on each business unit and how it cascades through the organizational structure to the individual. This information will start to form the blueprint for where training and support is needed the most to mitigate the impacts.

#### Key questions:

What are the impacts of the change? Who will the change affect the most? How will the change be received?

## The Desk of

### **Duane Richardson**

## **Embrace change as an opportunity**

Get out in front of change and make it a team effort. Very few of us in the electric utility industry wear one hat and to be successful at that we have to embrace change. Like it or not we are all; by human nature, creatures of habit which means we subconsciously resist change.

Change is not an event; it is a process. It's important to recognize that your role is to support individuals through the transition and remove obstacles that can hinder a smooth transition. A change in an employees work environment – will create a period of uncertainty, stress, and anxiety while they adjust. A clear understanding of what organizational change is, and what to expect when dealing with it, can shorten the period of adjustment so you can get back on track sooner.

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July 2019

# IMEA CALENDAR July

- 23-25 IMEA Top Out Test (Class # 040615 / #102615) (Lawrenceburg)
- 30 Supervisor Safety Series Session Two: NESC / NFPA (Lawrenceburg)

## August

- 9 Supervisor Development Series Session Two: Motivation and Communication (Lawrenceburg)
- 19-23 IMEA 613 Advanced
  Construction and
  Maintenance Workshop
  (Class # 041816 /
  # 101716)
  (Lebanon)



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#### Develop a communication strategy.

Although all employees should be taken on the change journey, the first two steps will have highlighted those employees you absolutely must communicate the change to. Determine the most effective means of communication for the group or individual that will bring them on board. The communication strategy should include a timeline for how the change will be incrementally communicated, key messages, and the communication channels and mediums you plan to use.

#### Key questions:

How will the change be communicated? How will feedback be managed?

#### Provide effective training.

With the change message out in the open, it's important that your people know they will receive training, structured or informal, to teach the skills and knowledge required to operate efficiently as the change is rolled out. Training could include a suite of micro-learning online modules, or a blended learning approach incorporating face-to-face training sessions or on-the-job coaching and mentoring.

#### Key questions:

What behaviors and skills are required to achieve business results?

What training delivery methods will be most effective?

#### Implement a support structure.

Providing a support structure is essential to assist employees to emotionally and practically adjust to the change and to build proficiency of behaviors and technical skills needed to achieve desired business results. Some change can result in redundancies or restructures, so you could consider providing support such as counseling services to help people navigate the situation. To help employees adjust to changes to how a role is performed, a mentorship or an open-door policy with management to ask questions as they arise could be set up. **Key questions:** 

Where is support most required? What types of support will be most effective?

#### Measure the change process.

Throughout the change management process, a structure should be put in place to measure the business impact of the changes and ensure that continued reinforcement opportunities exist to build proficiencies. You should also evaluate your change management plan to determine its effectiveness and document any lessons learned.

#### Key questions:

Did the change assist in achieving business goals? Was the change management process successful? What could have been done differently?

## Healthy Family Dinner Recipes!

#### FAST CHEESY CHICKEN AND BROCCOLI TWICE-BAKED POTATOES



- ✓ 2 Baking Potatoes
- √ 2-3 tbsp cream cheese
- ✓ 2-4 tbsp milk
- ✓ 1 small head of broccoli steamed and finely chopped
- √ 1 heaping cup of shredded cheese
- ✓ 1 heaping cup of chicken, cooked and diced small
- ✓ ¾ tsp of kosher salt
- ✓ ½ tsp of black pepper
- ✓ Preheat oven to 400
- ✓ Prepare potatoes in microwave
- ✓ Steam the broccoli for 5-6 minutes
- ✓ Once the potatoes are done cut the potato into two halves & scrape out the middle to leave the shell
- ✓ Place the scooped potato in small bowl
- ✓ Add the cream cheese
- √ Add the milk
- ✓ Add the broccoli and shredded cheese
- ✓ Combine and mix together all ingredients
- ✓ Add all ingredients to the shell of the potato skin
- / Place on baking pan and bake for 10 15 minutes
- ✓ Take out let cool to serve & enjoy!



It's an *understatement* to say that organizational change isn't easy. However, there are steps you can take before the big reveal to smooth the transition. I'm assuming that you're not quite ready to announce the change but want to do what you can before then.

Managers should be commended for thinking this way—the more you do up front, the easier the change will be.

#### Start by thinking about your employees

Hopefully you know them well and understand who will respond positively to change and who will dig their heels in and fight it, no matter what you do. Identify "change champions": the people who will jump enthusiastically into a new initiative and will help bring others along. If you don't know who you can count on to be a change champion, now's the time to find them.

One of the reasons organizational changes often aren't effective is that people have "change fatigue." Many people react to constant change by flying under the radar and ignoring the change, because they know in a few months you'll spring some other change on them. If that's the case, then why get on board with this one? (Or so this line of thinking goes.)

To prevent this, be sure to consider whether your team is ready for change at this time. You should be able to evaluate their readiness by monitoring morale and engagement. Fully engaged employees are more likely to accept change because they're fully committed to your organization's success.

Find your change champions, reinforce the mission, and listen to your employees—these actions will lay the groundwork for a successful change.

During your staff meetings and your interactions with individual team members, emphasize your organization's mission so that your team is thinking about the big picture. This mindset should help them accept the changes you will be making.

Successful organizational change requires a well-crafted communications strategy. Before you announce the change, discuss the trends or challenges that are precipitating it so that your employees have a chance to offer possible solutions. Although you may not use their suggestions, be sure they're heard. This will go a long way toward preparing them for the change.

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