

## Change Management Planning

This job aid has two parts. Part I provides descriptions of when particular change tactics are most appropriate. Part II provides space for you to list the various components of your program and to select the change management tactics you think best support each component. The purpose of the descriptions and the worksheet is to support designing the best overall strategy for a specific change-related problem.

### Part I.

Tact	Application
Education	Appropriate when looking to close a <b>knowledge gap</b> or <b>skill deficiency</b> that requires college or technical education (such as the completion of a degree or certificate).
Training	Applies when <b>job processes</b> or <b>job technologies</b> have changed and internal training programs are available to meet the need. Local colleges and training firms offer technical, skills, and interpersonal training.
Coaching/ Counseling	There are four types of coaching or counseling: <ul style="list-style-type: none"> <li>● <b>Performance coaching</b> closes gaps in the quality or production of an individual's or a group's work outputs. It can involve reviewing examples of desired outputs, reinforcing strategies for producing desired outputs, and giving constructive feedback on outputs.</li> <li>● <b>Career coaching</b> is useful during workforce transition situations (such as job transfer, elimination, or redesign). It can involve skills assessment, resume writing, cover letter writing, job searching tips (internal or external), and education planning.</li> <li>● <b>Process coaching</b> supports groups working on their flow-charting of processes, identifying redundancies, and recommending improvements or changes. It is also an appropriate analysis activity when reengineering organizational systems.</li> <li>● <b>Human relations coaching</b> provides support, insight, or guidance in handling inter-group or team relations, change adaptability, or communication issues.</li> </ul>
Interviewing	Useful if you are collecting sensitive information, if the questions are mainly open-ended and less suited for a written survey, or if there is a need for the interviewer to interact with the interviewee during the interview. Can be done in-person or by telephone. In-person is desirable when hearing the information and seeing the person providing the information is beneficial to the outcome (for example, better opportunity to establish rapport or build relations and to observe the interviewee's behavior).
Mentoring Program	Useful if you want to <b>impart leadership knowledge</b> and <b>experience</b> to the culture. Appropriate for addressing <b>diversity issues</b> around change by establishing special programs for underrepresented groups. Can be an informal or formal program.
Tool or Model	Helpful in situations where a <b>job aid</b> can contribute to improving performance or can provide support in applying a process. Can supplement for formal training, be used as a guide when coaching, and is an effective method for enabling employees to perform independently.
Intervention	Involves using activities (such as team building, role clarification, or structured feedback) to influence behavior, stop certain behaviors, or increase awareness. The goal is to get a group back on track and can involve one activity or a series of activities designed to meet a specific need.
Assessment or Survey	Aids with <b>collecting employees' opinions</b> or <b>attitudes</b> about change (for example, change readiness survey or team participation survey).
Focus Group	Useful to <b>obtain sensitive information</b> , debrief after an incident to channel emotions, debrief after completion of a project for lessons learned, or assess employees' readiness for or adaptation to change. Can be intact or cross-functional groups.
Communi- cation	Used to inform, educate, motivate, or influence. Newsletters, e-mail, voice-mail, all-employee letters, banners, and bulletin boards are examples of communication vehicles. Appropriate during change (for example, a merger) because <b>employees need and want to be informed</b> of what is happening and motivated to stay engaged. A communication vacuum leads to half-truths, innuendoes, and lies. Communication during all phases of change is necessary. Timeliness, honesty, and consistency are key.