



Change Efforts Can Fail

Change Management

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Change efforts can and do fail—often. The experts tell us that change efforts in organizations can fail as much as 60-70% of the time. Organizations try what looks like a promising change initiative, only to throw in the towel after the first attempt. It's no wonder that people in organizations often complain of the "flavor-of-the-month."

The Challenge:

How can you ensure that changes in your organization are effective? First of all, deciding what changes you will make is not a simple task. Organizations are complex systems. Changes that are made in one part of the organization will have an impact on others. It is also important to consider the entire organization when planning and implementing changes. Here are some key considerations.

- Identify areas in your organization where your change efforts will have the greatest impact in achieving the desired results
- Identify other elements in your organization that will help you succeed or hinder your efforts
- Clarify the overall framework that you will implement so that people in the organization can see how the change fits into the larger picture
- Identify others within the organization who are implementing change or spearheading change efforts. Change is not an individual activity—it requires the efforts of many.

Here are some additional questions to ask to identify factors that help or hinder your change efforts.

- Do people have the tools they need to do the job well? Are they easy to use?
- Are managers leading in a way that supports the efforts of their subordinates?
- Are expectations appropriate? Are they reasonable? Clear? Presented in a positive and respectful manner?
- Is information about how the employee is to perform clear? Accurate? Logical?
- Are priorities clearly defined and communicated?
- Do employees view the balance of consequences for good performance as positive?
- Are consequences clearly linked to good performance, from the employee's perspective?
- Do employees receive feedback in a way that meets their needs?
- Is feedback provided in a way that does not criticize the employee—just the performance?

Deborah Miller, a Project and Process Specialist, has more than 25 years consulting and coaching experience. Deb believes in sharing her expertise with her clients so your staff learns how to manage and coach others—becoming self-sufficient and proficient. Deb is a Six Sigma Black Belt and Lean in Healthcare certified.

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- *Technical Documentation*
- *Project Management*
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- *Change Management*
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