

Building the Team

To effectively implement a team positioned for success, leaders must select members who display a high degree of skill in six key elements: Commitment, contribution, communication, cooperation, conflict management, and connection.

The team must represent all of the needed functional groups and roles necessary to manage the change initiative. By formalizing the team and providing funding and other resources, it sends a message of accountability and responsibility, and illustrates the investment the organization has made in the change.

Plenty of Facts

A fact is something that is demonstrated to exist, or known to have existed. As opposed to the “people” component, emotion, facts are straightforward, and necessary to measure progress. As a change management project shifts into the launch or in-process stage, the change management team must make sure that measurement is ongoing. Two types of measurements are described below.

- **Audits and performance measurement systems:** Audits and measurement systems provide data to determine the adoption rate of change. They help to determine:
- **Accountability Systems:** Enhancements should be made to performance evaluation and compensation systems in order to maintain the accountability and credibility of the change. This is important in order to maintain ongoing reinforcement of the changed systems or processes.

Building Support

Effective communications are essential for building support throughout the organization.

EFFECTIVE COMMUNICATIONS

Whoever communicates with people impacted by a change must have a clear understanding of the overall nature of the change, its reasons, and how it aligns with the vision for the organization. He or she must understand the risks of not changing, the timing for the change, and what people will be most impacted by the change.

Communications options are many, including email, presentations, postings on the organization’s intranet, flyers and circulars, banners, online or phone conferences, and special social events.

Beforehand, communicators should identify and segment audience groups, craft messages appropriate for each audience, and determine the most effective packaging, timing, and methods for communicating.

- Executive sponsorship
- Coaching by managers and supervisors
- Ready access to business information