

MAKING SENSE OF CHANGE MANAGEMENT

A complete guide to the models, tools
& techniques of organizational change

2nd edition



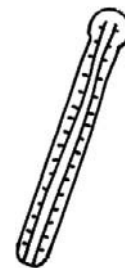
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- The Measured Connector: focuses on sense of purpose and connectivity across the organization to help change to emerge;
- The Tenacious Implementer: focuses on projects plans, deadlines and progress to achieve results;
- The Thoughtful Architect: focuses on frameworks, designs and complex fit between strategies and concepts to ensure that ideas provide a sound basis for change.

HOW DO YOU KNOW WHETHER CHANGE IS WORKING?

How do you know whether the change process you are involved in is working or not, or whether you would be more successful if you were leading it in different ways, with a different style or with different activities? We have begun to notice that depending on what your prevailing paradigm is, or the way your organization's culture works, the monitoring and evaluation of change will give different answers about what is working, what the issues are, and what needs to be done next.



We can look at evaluation in a number of ways. In a rigorously planned approach the outcomes will have been articulated at the outset, and it will then be relatively easy to see the measures of success or otherwise – cost reduction, increase in stakeholder value, reduced absenteeism, increased customer satisfaction, increased employee satisfaction, reduced head-count, increase in quality standards, etc.

However, the world and the organization may have moved on while the changes were being made, and it is possible that the objectives that seemed important at the start may be viewed differently by the end. Indeed, senior management teams, like politicians, can be very skilled at changing the objectives for change for their own purposes.

Do these hard, preset measures of success really give us the information about progress that we need? Wheatley and Kellner-Rogers (1999) question the wisdom of solely relying on hard measurement. They highlight six observations: