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Unlock potential across your organization by building the capabilities that are relevant today and will continue to be relevant in the future with Big Think+. From leadership with Simon Sinek to design thinking with Sara Blakely, our learning content features experts insights from the worlds biggest thinkers. Thats why brands like Ford, P&C, and BMO trust Big Think to help employees learn and grow. Prosci has been publishing industry-leading research and analysis for over two decades, helping organizations understand change management best practices and develop effective communication strategies. This research informs our structured approach to managing the people side of an organizational change. In Proscis most recent Best Practices in Change Management benchmarking study, the use of a structured approach was the #2 contributor to success, and use of a methodology correlated with meeting project objectives. The other tip highlighted engaging those in the organization who are the face and voice of change: your senior leaders and people managers.Start early to be more proactive to avoid "fire fighting" and damage controlApply structure to be more effective and efficient, and increase the credibility of the work you are doingCustomize your approach understand your unique situation and adapt accordinglyEngage employee-facing roles prepare, equip and support those who are the face and voice of change in your organization to be successfulFocus on the individual remember that organizations dont change, people do5 Tips for Managing ResistanceResistance to change is one of the major issues change management addresses. Participants in Proscis Best Practices in Change Management benchmarking studies consistently reveal that a change-resistant culture is a top obstacle to success. However, change management extends beyond the systematic elimination of resistance. It includes engaging employees and creating a compelling case for the need to manage change proactively. When change management is applied effectively, much resistance can be avoided. A formal and forward-looking approach to mitigating resistance and addressing the root causes of resistance results in better performance.Do change management right the first time effective change management can eliminate many of causes of resistance before it occursExpect resistance do not be surprised by resistance; expect it and plan for itAddress resistance formally incorporate resistance management planning in all phases of your change management strategy and plan developmentIdentify the root causes make sure that you aren't simply responding to the symptom but really addressing what is causing the resistanceEngage the "right" resistance managers senior leaders and people managers are the right people in the organization to manage resistanceCommunications5 Tips for Better CommunicationsCommunication is another regularly cited top contributor to success in our benchmarking research. The communication plan is one of the recommended core change management plans in the Prosci Methodology and part of the structured communication effort that begins early in the project lifecycle.Communications should answer the key questions people have during change, such as, "Why is the change happening?" What are the risks of not changing?" and "What's in it for me?" Doing so creates momentum for change.Structure your efforts including sequencing messages and creating a formal deliverableStart earlier even if you do not have all the answers, share what you can and share when more answers are expectedCommunicate more often frequent communications are critical to successful change managementAnswer the questions people have avoid focusing on the details, and focus instead on the reasons for the change and personal impacts of the changeUser preferred senders senior leaders for business messages and people managers for personal messages5 Tips for Developing People ManagersAs Change CoachesPeople managers are some of the most important allies in times of change. They have the proximity to and relationships with employees that are critical for building support and navigating resistance. Unfortunately, many people managers are not enabled with the skills and tools they need to become great leaders of change. Remember, being a great manager and being a great change leader are two different things. People managers must first be on board with a change before they can lead their direct reports through the change.Get them on board people managers need to go through their own change process before supporting their direct reportsShare the role you expect including high-level and detailed actionsBuild competencies appreciate that leading change is a competency that can and must be developedProvide tools including individual change models, tip sheets and information for fulfilling rolesEnable them with support help people managers succeed at leading change with peer and expert support 5 Tips for Building Organizational Change Management CompetencyAs organizations face more and more change, effectively managing change is becoming an increasingly important strategic capability. However, building an organizational change management competency is a significant undertaking. You are fundamentally changing how the organization reacts to change. When organizations decide to build this competency, they must treat the effort as both a project and a change to be managed. Research shows that successfully deploying change management across an organizationwhat we call enterprise change managementrequires focus and intent.Treat it as a project building the competency requires a set of planned actions and someone to manage themTreat it as a change you are asking people to do their job differently; it requires change management to deploy change managementUtilize a holistic strategy actions are needed in the leadership, project, skill, structure and process areasDedicate a team a representative team needs to lead the effort to deploy change managementSecure sponsorship like any organization-wide change, deploying change management needs effective and well-placed sponsorship5 Tips for Addressing Change SaturationChange saturation occurs when there is so much change occurring that it has negative consequences. Given competitive, customer and economic demands, many organizations are facing a point of change saturationresulting in negative impacts on individuals, projects and organizations. Once your organization begins to consider the overall change load, and the cumulative and collective impact on employees, you can begin to manage the portfolio of change more effectively.Clearly define saturation and its elements recognize that change saturation occurs when the amount of change (change disruption) is greater than the amount of change an organization can handle (change capacity)Understand why saturation occurs no one is focusing on the collective impact of the changes taking placeShare the consequences of being saturated individuals, projects and the organization as a whole suffer when there is too much changeManage the portfolio of change a structured process can help you understand, evaluate and better manage your changesManage each change more effectively when a change is managed well, it takes up less change capacity than when it is managed poorlyChange is not typically a word that excites people. Yet, change is a must for organizations that want to keep pace with an evolving marketplace. So, how can leaders manage change successfully when their people are not always excited to execute?The most effective way to change our organizations and achieve better results is to alter the approach we takeincluding the types of conversations we have, the behaviors we model and the processes for getting things done. When we do that, we set the wheels in motion for executing new strategies successfully.Nine Steps to Manage Change Successfully in Your OrganizationEmbracing change is a requirement for growth. In business, as in life, the means stepping outside our comfort zones to get to new heights. Bridging the gap between the need for change and employee acceptance of and adherence to that change is one of the hardest things to do. There are some steps you can take to ensure that change is implemented smoothly and that your organization achieves the desired outcomes where the change is intended to occur. These steps include: understanding the nature of change, preparing the organization for change, ensuring strong leadership, providing ongoing support throughout the change process, and evaluating the effectiveness of the change process. Be sure it considers the roles of your leaders, managers and individual contributors. The best change processes include rigor on alignment, implementation and sustainment.2. Start with the executives!You dont have total alignment, clarity and conviction at the executive level, your employees will know. And this will hinder acceptance more likelykeep your change efforts from being successful. We often find that change efforts are an intellectual activity for executives and an emotional one for everyone else. While the executive team is driving the change, they may or may not be impacted by it personally. But your people will be. They need to know the executive team is clear, aligned and personally committed to the change. In short, the executives must become the change that they want to see in others.In fact, when managers and employees on the frontline are asked about their confidence in a new strategy, they often respond with the same comments. The comments are that the strategy is not the problem; rather, its the fundamental uncertainty and disbelief that leaders will change their behaviors to bring it to life. Leaders must be transparent with their own behavioral change to set the pace for the rest of the organization.What to do: 54% of executives do not believe their companys strategy will lead to success. What this statistic tells us is that even executives are not always committed to the change. To avoid this, engage leaders and align them on their view of the business current situation, identify the barriers to success, define a shared vision of the future direction to create strong conviction and consider the role of change in living strategic success across the organization. Alignment and creating such clarity that change, disorder, infighting and conflict are required to break down old habits and create new ones. It enables unprecedented accountability and leadership rigor can help build more successful change management experiences. Consider the needs and perceptions of all stakeholders, including customers, partners, vendors, suppliers, regulators, community groups, etc., in addition to internal stakeholders. Establish clear goals, timelines, and communication channels. Communicate the vision and mission clearly. What to do: At minimum, communicate the vision and mission clearly. What to do: Align the vision and mission with the business strategy, managers, customers and partners should be considered before completing the overall plan. Fully thinking through how the change impacts everyone across the business enables better engagement because there is clarity around the outcomes needed by each group.4. Pay attention to the journey.Every individual goes through his or her own personal process during a transition. This personal transition process usually involves three phases.Letting Go: Every transition begins with an ending or a loss. When things change, people leave behind the way things were in the previous situation. This is hard for people to do.Exploration: Also called the neutral zone, this is a potentially confusing and frustrating time between the old way and the new.Acceptance: Acceptance can only happen after people have let go of the past and have spent some time exploring the future. In this phase, people let go of the past and start to identify with their new destination.Executives leading changewho are personally impacted by the changeexperience this same change process. Often leaders are uncomfortable exposing their own vulnerabilities regarding change with their people. However, nothing is more powerful in leading change than to see a leader personally committed to changing his/her own behaviors and sharing personal change experiences.What to do: Its important for leaders and managers to respect the fact that people will lose somethingperhaps something as significant as their job title or responsibilities. Showing empathy to this fact through communications, town hall meetings or one-on-one conversations goes a long way. Make sure people understand the new rules of the roadwhat they need to do to move forward, preparing themselves, especially managers and supervisors, to lead change through tough transitions. Dont get discouraged by setbacks. Stay focused on the goal and stay motivated. What to do: Set expectations for change. Communicate the vision and mission clearly. What to do: Convert the early wins, no matter how small, into success stories people can understand. These stories tell people know what they want more in the organization and allow them to reflect on whether they could do anything similar. Success stories also reinforce the value of contributions made to matter.8. Sustain the dialogue Dialogue is the oxygen of change. Creating methods to enable ongoing dialogue at all levels of the business demonstrates a commitment to the change that is authentic and lasting. This brings greater clarity to what is working and what isnt working. However, those conversations need to be continued and reinforced.What to do: Potential ways to sustain important conversations and help manage change for the long-term include town hall forums or manager meetings. Focus on asking questions such as What is going well? and What needs do you have that we havent thought of? Alternatively, if it works with your business model and company culture, some organizations set up an online forum for people to share ideas and questions.9. Be clear on the metrics for success.Success should not be fuzzy. When your people understand the size of the prize and how their contributions matter, they are more motivated to achieve the desired results. Everyone should be visualizing the same thing, and they should be in lockstep on how to achieve it.What to do: As part of your sustainability activities, you should regularly report on organizational progress toward the defined targets. Its also critical to make those targets clear during the rollout of the changes and new strategy.And There You Go! Nine Tactics on How to Manage Change SuccessfullyIn general, very few people choose an uncomfortable change for themselves, unless the pressure of not changing is meaningful. Strategic change can create anxiety and fear. It challenges peoples confidence. But, it is a necessity for many organizations that want to grow and be a market leader. Following a process and leveraging some of the tactics outlined here will help you manage change more effectively. Here are nine tactics to help you manage change more effectively. 1. Understand the nature of change. Change is a constant in our lives. It is a reality that we cannot avoid. Understanding the nature of change helps us to accept it and embrace it. 2. Prepare the organization for change. Before implementing change, it is important to prepare the organization for change. This includes communicating the vision and mission, identifying the benefits of change, and involving employees in the change process. 3. Ensure strong leadership. Strong leadership is essential for successful change management. Leaders should provide a clear vision, inspire employees, and hold them accountable. 4. Provide ongoing support throughout the change process. Change is a journey, and it is important to provide ongoing support to employees throughout the change process. This includes training, coaching, and resources. 5. Evaluate the effectiveness of the change process. After implementing change, it is important to evaluate the effectiveness of the change process. This includes measuring the impact of change, gathering feedback, and making adjustments as needed. 6. Celebrate successes. Celebrating successes helps to motivate employees and reinforces the importance of change. 7. Foster a culture of continuous improvement. Continuous improvement is a mindset that encourages employees to constantly seek ways to improve themselves and the organization. 8. Encourage collaboration. Collaboration is essential for successful change management. Employees should work together to solve problems and overcome challenges. 9. Communicate frequently. Frequent communication helps to keep employees informed and engaged throughout the change process. By following these nine tactics, you can manage change more effectively and achieve your organizations goals.

change management with continuous improvement addresses both human and procedural aspects. Utilizing methodologies like Lean, Six Sigma, and TQM can provide structured frameworks for ongoing improvements. Effective change management supports the sustainability of improvements by helping employees adapt to new processes, forming a solid management foundation. Change management certifications validate professionals skills in managing initiatives. Prosci's Change Management Certification Program provides knowledge and skills for leading change, with participants applying the ADKAR Model to actual projects. The certification can be completed in-person or online, ensuring flexible learning options. Graduates of the program earn the title of Prosci Certified Change Practitioner. Prosci has trained over 150,000 individuals worldwide in change management practices. Summarizing the key points, successful change management is crucial for navigating organizational changes and ensuring smooth transitions. By understanding the principles, benefits, and common pitfalls, organizations can develop effective strategies. Implementing best practices and leveraging tools can enhance efficiency, while strong leadership and continuous improvement are essential for sustaining change. Embrace change as an opportunity for growth and innovation, and your organization will be well-equipped to thrive in an ever-evolving landscape. The main phases of the change management process are preparation, implementation, and follow-through. Each phase is essential in ensuring successful and sustainable change within an organization. Change initiatives often fail due to insufficient internal buy-in, ineffective communication, and a lack of adequate training and support. Addressing these areas is crucial for fostering successful change. Organizations can overcome resistance to change by implementing transparent communication, highlighting early successes, and addressing the emotional factors involved in the transition. This approach fosters acceptance and aligns team members with the change goals. Some popular change management models include the ADKAR Model and Kotter's 8-Step Process, which provide structured approaches to facilitate effective organizational change. These models are widely recognized for their effectiveness in guiding transitions. Leadership is essential in driving change by securing employee buy-in and sustaining momentum for initiatives. Effective leaders guide their teams through transitions, ensuring alignment and commitment to new directions.

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