

# Facilitating Organizational Change

By:

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*Adapted from *Effective Change Management* (Prentice Hall, 2005) by David L. Goetsch and James R. Richburg*

**Corporate Training Center**

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## Seminar Outline:

- Examples of organizational change disasters:
  - Reducing the gasoline budget
  - Changing software
- The “Goetsch/Richburg Model” for facilitating organizational change.

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## Organizational Change Disasters

- We need to reduce our gasoline budget.
- Let's change software organization-wide.

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- **Step 1: Develop the “*change picture.*”**
  - Why do we need to change? (The only correct answer is “*to improve.*”)
  - What will be different after the change?
  - How will the change affect stakeholders?
  - What is the timeline for the change?

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## **Step 2: Communicate with all stakeholders about the change.**

- Communicate sufficiently in advance but not too far ahead of time.
- Use a variety of communication methods.
- Give stakeholders opportunities to question, vent, suggest, and recommend.

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- **Step 3: Provide any training that might be necessary.**
  - Many change initiatives fail because the people who must make the change do not know how to do things the new way.
  - Do not assume training is not needed.

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- **Step 4: Implement the Change**

- Develop an implementation plan that identifies responsible individuals, departments, etc.
- Include a timetable with targets and dates.
- Conduct a “*roadblock analysis*.”
- Adjust the plan based on the “*roadblock analysis*.”

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- **Step Five: Monitor and Adjust**
  - Hold frequent monitoring meetings.
  - Use success to build momentum (Mid-Bay Bridge example).
  - Recognize and reward “*progress makers.*”
  - Adjust quickly and in real time.