

## Managing Change and Transformation- a perspective from Academia

### Short notes from article “Change Insights and HR implications”

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Ten brief insights on change that shape how professionals become change champions are

1. **Change Happens:** Of the original fortune 500 companies in USA in 1955, only 70 companies exist independently 56 years later. From 2000 to 2010 , about 50% large companies have disappeared. Obviously change happens in our personal and professional lives.
2. **Change requires response:** Organizations ( and individuals) have varying abilities to respond to change as fast as the pace of change in its environment, the organization will fall behind, decline, and disappear. Some suggest “ built to last” should be reframed as “built to change”
3. **Most organizational Changes fail:** 20 to 25% of initiatives ( e.g. quality, customer service , reduced cycle time) are successfully implemented; most corporate transformations start with enthusiasm and end with cynicism (person with pessimistic view of human nature), leader’s tenure in top jobs has consistently fallen.
4. **Change Matters:** leadership research shows that effective leaders help make organizational changes that enable implementation of strategy. If companies change, they are more likely to survive; if they do not change , they wither and die.
5. **Change enables:** Leaders working to build fast innovation; rapid globalization; agile (quick moving/ active) customer service; flexible collaboration, shifting brand or rapid strategy, in world of precipitous (dangerous steep) change, organization must not only define the right outcomes, but move quickly get there
6. **Change requires assessing and closing the know/ do gap:** We know what to do, but do not often do it. Professionals bring discipline to change processes, so that what people know, they do. Professionals to identify change readiness and challenges in a disciplined way./
7. **Change arises from both evolution and revolution:** evolution change includes continuous improvement, small steps, transactional actions, rigorous planning. Revolutionary change implies discontinuous change, bold moves, transformational outcomes, immediate action, and anticipate a new future
8. **Change can be pushed or pulled:** destination change requires an engineering mentality to stipulate the end state and steps to getting to it. Direction Change requires a pioneering mentality to articulate a future and then act quickly to move forward
9. **Change occurs at multiple levels:** Individual change helps people improve on their behaviors and performance. Initiative change means accomplishing corporate programs ( e.g. quality, innovation, cost, service, team work etc). Institutional change implies transforming organizational culture or work environment and consequently the entire organizational system to sustain change
10. **Change follows a common process:** select common processes out of many available in literature. Some of influential processes are authored by Warner Burke, John Kotler, Dale Lake, Price Pritchett, Michael Beer Hay group, GE Change