

# managing change

**PART ONE: Managing Change** A guide on how to manage change in an organisation

## Change Management Matrix

Plot in each column where the organisation stands and then try to make progress by moving up the matrix in a straight horizontal line, targeting the weaker areas first.

**Awareness > Interest > Desire > Action**

Pressure for change	Clear shared vision	Capacity (resources)	Action (and performance)
<ul style="list-style-type: none"> <li>Policy and action plan in place</li> <li>Regular reviews</li> <li>Active commitment from top management</li> </ul> <p>3</p>	<ul style="list-style-type: none"> <li>High level of awareness and support at all levels</li> <li>Staff highly motivated</li> </ul> <p>3</p>	<ul style="list-style-type: none"> <li>Resources (staff and funding) routinely committed</li> <li>Cost savings re-invested for further improvements</li> </ul> <p>3</p>	<ul style="list-style-type: none"> <li>Action being taken and embedded throughout the organisation</li> <li>Monitoring and reporting of progress</li> </ul> <p>3</p>
<ul style="list-style-type: none"> <li>Policy agreed and communicated to all staff</li> </ul> <p>2</p>	<ul style="list-style-type: none"> <li>Representatives from all levels of management chain involved in planning process and drawing up action plan(s)</li> <li>All staff given opportunity to make an input</li> </ul> <p>2</p>	<ul style="list-style-type: none"> <li>Key staff working on plans and projects</li> <li>Staffing and funding needs identified and resources becoming available</li> </ul> <p>2</p>	<ul style="list-style-type: none"> <li>Wider engagement across the organisation</li> <li>'Low-cost' and more 'no-cost' measures implemented</li> </ul> <p>2</p>
<ul style="list-style-type: none"> <li>Board level "champion" appointed</li> <li>Drafting of policy</li> </ul> <p>1</p>	<ul style="list-style-type: none"> <li>Key and supportive staff identified for assisting in drafting policy, taking action and driving the process</li> </ul> <p>1</p>	<ul style="list-style-type: none"> <li>"Champion" appointed at middle management level (to support the Board's "Champion")</li> <li>Training &amp; development needs assessment</li> </ul> <p>1</p>	<ul style="list-style-type: none"> <li>Commencement of action at some levels of the organisation</li> <li>Some 'no-cost' measures implemented</li> </ul> <p>1</p>
<ul style="list-style-type: none"> <li>No explicit policy</li> <li>'Business as usual', no forward planning</li> <li>Lack of consistent leadership &amp; responsibility (buck-passing)</li> </ul> <p>0</p>	<ul style="list-style-type: none"> <li>Demotivated staff kept in the dark</li> <li>No communication</li> <li>General mistrust</li> </ul> <p>0</p>	<ul style="list-style-type: none"> <li>No investment. High stress levels in over-worked and under-valued staff</li> <li>No training &amp; development</li> </ul> <p>0</p>	<ul style="list-style-type: none"> <li>Zero action (or limited to crisis management)</li> </ul> <p>0</p>