

Change Management – Change is Management

by Barry Tuckwood



In November 2004 Mike Clargo, a consultant specialising in QFD which is an approach that greatly assists change, asked rhetorically if change management had had its day.

His answer was that management today is change management.

Why should we conclude that unlike many other ideas over the past twenty years or more, change will always be required and we will continue to have to manage it? Many of the other approaches are tools, all valid and useful. They may be applied to address a specific, perhaps uniquely focused problem. But they must still fit with the entire organisational culture, which means that they must be incorporated in and involve change... The alternative to embracing change is to seek a completely stable situation and pursue it long past its inevitable sell-by date, enduring the chaos that will certainly take place if the organisation does not evolve.

So the key question is “What differentiates organisations that are successful at managing change from those that are not?” Consider this in the context, for example, of the many separate initiatives that your own

organisation is working on. Ideally each will have its own sponsor, its own project team, and its own clear goals. But every one of them will need to embrace change if they are to succeed. So how can the organisation enable this? It can actively integrate change and management, by, and I quote largely from Mike Clargo’s article:

- Taking a design perspective, the managers’ roles being to direct and shape the organisation to best connect with customer needs and so meet evolving goals;
- Having an integrated approach to planning, aligning responsibility for improvement with ensuring that key performance indicators are met;
- Rigorously instilling ownership for performance with every manager and team committed to their performance goals and understanding how collectively fulfilling them ensures success for the whole;
- Taking a disciplined approach to performance management, developing clear practical plans to achieve targets and methodically resolving any deficits;
- Adopting a double loop learning approach; taking a system-level

perspective on understanding trends and issues so that they can be resolved sustainably;

- Actively engaging in partnerships with customers and suppliers to share understanding and responsibility for change, focussing on their core skills, and stimulating each other’s learning.

I hope to address each of these aspects over the coming months, but the core point is that change applies to every aspect of management, and is equally important when dealing with staff, suppliers and customers. Successful change involves them all.

Barry Tuckwood is the Programme Manager for Valuebill, one of the National Projects.

www.newham.gov.uk/valuebill.

Please provide feedback to:

barry@tuckwood.co.uk

www.tuckwood.com

The full text of the article by Mike Clargo is at:

http://www.beeagile.com/Has_Change_Management_Had_Its_Day.pdf

Useful Resources:

www.ogc.gov.uk