

The Change Management Indicator



Introduction

The statistic that 70% of change programmes fail seems to be widely accepted¹. However, change remains the only constant. The managements of many organisations embark on change programmes with a sense of necessity and a determination to drive change through. The approach taken may be evaluated in a Post Implementation Review, but by then it is too late. What is needed is a means of finding out how your change programme is going while you have time to do something about it.

Over the longer term, the success of planned changes can be assessed against performance indicators such as time-to-market, customer satisfaction and the bottom-line, but in the short term the most powerful means of assessment is employees' collective perceptions of the way the changes are being managed and the effect this is having on their experience of, and attitudes towards, the changes.

It could be argued that resistance and some lack of enthusiasm on the part of employees is inevitable and, therefore, that employees perceptions are not a good indicator of how well the change is being managed. However, since one of the main imperatives of change is to win over hearts and minds and get people to buy in to change, their feedback can provide a good indication of how well things are going.

The Change Management Indicator (CMI) has been developed by John Hayes Associates and Peter Hyde Management Consulting as a structured means of providing this feedback. Its purpose is: *To help organisations manage change more effectively by providing change managers with feedback on how organisational members perceive the change itself, how well it is being managed and its impact on them.*

Uses of The Change Management Indicator

The Change Management Indicator is intended to be used once a major change process is underway, but not yet complete. It can be used in a number of ways:

- As a one-off diagnostic instrument to identify major areas of concern for remedial action.
- As a barometer of opinion at a series of points in time, indicating whether the trend is in the desired direction.
- To compare the situation in different departments, functions, locations and organisational levels and thereby identify localised problems.
- As an intervention in its own right, to get people thinking about the issues and to promote dialogue.
- To benchmark against other organisations which are undergoing similar changes.

¹ Beer, M., Eisenstat, R. and Spector, B. (1990) 'Why change programs don't produce change', *Harvard Business Review*, Vol. 68, No. 6, pp.158-167; Beer, M. and Nohria, N. (2000) *Breaking the Code of Change*, Harvard Business School press, Boston; Roberto, M.A. and Levesque, L.C. (2005) 'The art of making change initiatives stick', *MIT Sloan Management Review*, Massachusetts, Vol. 46, No. 4, pp.53-60.

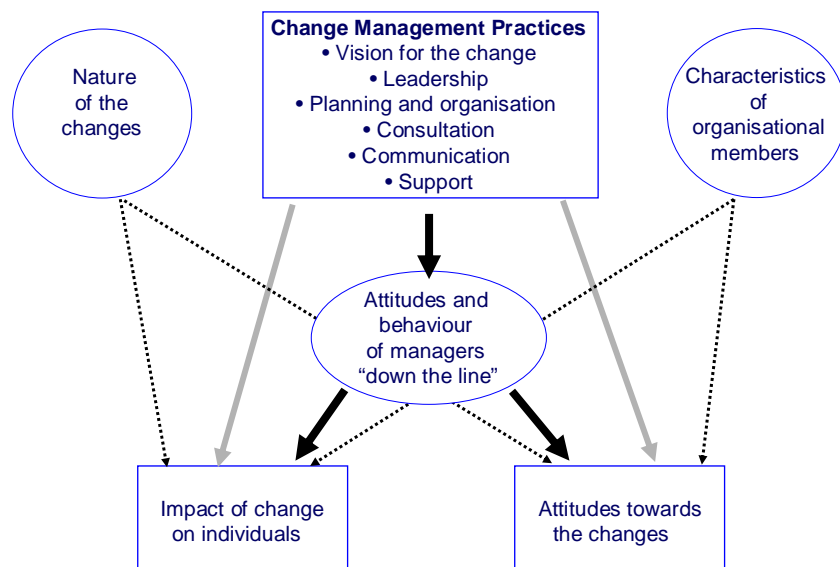
The underlying model

The model underpinning The Change Management Indicator proposes that peoples' experience of organisational change and their attitudes towards the change are influenced by four key elements:

- *The inherent nature of the change.* Management will often see this as a given, but its impact cannot be denied. It will be hard, for example, to get positive feedback about the change if it is inherently painful (such as the closure of a facility).
- *The change management practices adopted by the overall managers of the change.* The model identifies six key components which need to be managed well.
- *How the overall strategy for change is represented by local line management.* Middle managers often struggle to find the right way to position themselves, but it seems clear that if they are not actively supportive of the corporate strategy for change it is highly unlikely that people will buy into it.
- *Individual personality and temperamental characteristics* which make some people more receptive to change and others more resistant.

The underlying model can be summarised as follows:

Change Management Indicator Model



Structure of the questionnaire

The Change Management Indicator comprises clusters of questions that cover:

- Basic demographic characteristics of respondents (e.g. function, location, grade, length of service).
- The six components of effective change management practice:
 - The vision for the change
 - Leadership
 - Planning and organisation
 - Communication
 - Consultation
 - Support
- The attitudes and behaviour of immediate line managers.
- Two key outcomes:
 - Peoples' attitude to the change
 - The impact on their work, well-being and commitment.

There is also an optional set of four additional clusters of questions that focus on individual characteristics that affect how people respond to a particular organisational change. These clusters are: recognition that change is normal; attitudes towards change in general; disposition to initiate change; personal ability to cope with change.

Delivery and tailoring

Each Change Management Indicator survey is tailored to individual client needs. Three levels of tailoring are possible:

- The demographic questions have to be client-specific. The Core version of the CMI has three demographic questions, but more can be added if required.
- The standard question set refers to "this organisation" and "the changes". These terms can be replaced with the organisation's name (or that of a function or part of the organisation) and that of the change programme.
- Additional, organisation-specific questions, including free-text ones, can be added.

Clients need to position the survey internally and to handle advance communications to staff. They also need to provide the names and email addresses of the intended respondents. But that's all, until the report is delivered.

The Change Management indicator is delivered online:

- The names and email addresses of the intended respondents are imported into the online system.
- The system sends email invitations with a link to the secure website.

- Respondents click on the link and are taken directly to the welcome page (the link acts as their authentication).
- Reminders are sent to non-respondents as necessary.
- The data is output to powerful survey analysis software.
- A report is produced.

Reporting options

There are four cumulative options. All can be complemented by an on-site feedback meeting to present and discuss the results.

- Data reporting. A set of tabulations giving the full spread of answers to all questions, plus cross-tabulations of the answers to all questions against the chosen demographics – so that the answers from different functions, locations etc. can be compared.
- Data reporting plus summary of key messages (and trends in the case of a follow up survey). As above, but with an executive summary drawing out the key messages from the data.
- Presentation report. Powerpoint presentation summarising the data and drawing out key messages and conclusions.
- Full written report. Analysis and conclusions as above, but with a full narrative highlighting the interpretation of each block of information.

Follow up activity

This could include:

- A summary communication to staff.
- Focus groups to explore particular issues more deeply.
- Working with change managers to address issues which the survey reveals.

To find out more and discuss your specific requirements

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