



FACT SHEET

EFFECTING ORGANIZATIONAL CHANGE

How can CCIs shift their structure and work in order to prepare to build new partnerships?

Given the importance of collaboration for community change, organizations must often shift their structure and work in order to build new partnerships. This shifting, however, comes with its own challenges. Change Management is one useful model for creating and managing change within the actual organization or CCI.

Change Management

- A structured process by which individuals or groups change from one state to a desired future state to reach some goal.

Three Change Management Models:

Kotter's Change Process

Steps necessary in a successful organizational change effort:

1. Increasing urgency by creating a compelling reason for change.
2. Building a team of people who are committed to the change effort.
3. Creating a clear and compelling vision to guide change in the right direction.
4. Developing buy-in through heartfelt communication of the vision and strategy.
5. Removing barriers to buy-in and inspiring optimism and confidence.
6. Creating quick and early wins that are visible and meaningful to others.
7. Building momentum by keeping urgency and motivation up.
8. Creating a culture that will support and maintain the change.



Prosci's ADKAR Model

Five sequential and cumulative elements required for successful individual change:

1. Awareness of the need for change.
2. Desire to participate and support the change.
3. Knowledge on how to change.
4. Ability to implement required skills and behaviours.
5. Reinforcement to sustain the change.

*Organizational outcomes are possible through cumulative individual changes.

Engage and Learn Model

While the first two models are suited for more stable environments, this model is suited for both stable and “volatile, uncertain, and disruptive” environments.

Four activities or change routines for organization effectiveness:

1. Awareness: organization members are aware of issues, challenges, and history, and are prepared for disruption through consideration of scenarios or options.
2. Design: involves flexibly managing loose collaborations among stakeholders and developing capabilities that will differentiate the organization in the marketplace.
3. Tailor: includes creating specific, high impact interventions. It also includes flexible, adaptive, and tailored implementation processes that allow the organization to learn from and build on diversity.
4. Monitor: includes monitoring the impact of organization change and desired outcomes and making rapid adjustments based on what is learned.

(No prescribed sequence and each activity can occur simultaneously in various parts of the organization)

NOTE. Information in this Fact Sheet comes from the following references: Hiatt, 2006; Kotter, 1996; Prosci, 2015; Prosci, n.d.; Ryerson University Human Resources, 2011; Worley & Mohrman, 2014.