

# Change Management Consulting

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Growing, shrinking, rightsizing, downsizing, layoffs, reorganizing, reshaping, re-engineering, re-inventing, are all about deliberately changing an organization in some important ways. For most people, change evokes anxiety and stress that can lead to declines in performance. For leaders, change provides challenges and opportunities for creativity that can profoundly benefit the organization. If mismanaged, then organizational change can paralyze an organization, cause the loss of some of its most talented people, unnecessarily increase expenses with increasing income, create confusion and ineffective performance, and delay achieving the very gains provoking the change in the first place. We have assisted dozens of organizations through planned change processes and have learned many techniques that work well if artistically applied and some pitfalls that can be avoided during the change process thereby eliminating unnecessary difficulties. When we are asked to consult in planned organization change processes, some of our activities are described below.

- Help the organization's leaders describe where they are now, why they feel a need to change, where they want to be after the change, who will be affected by the change, who should be involved in the change process and when, and what action should be done and when to implement the change, what expenses and risks are associated with the change and how to minimize them.
- Monitor and facilitate re-planning because the planning map just described is, in our experience, never exactly how the change proceeds; things always go awry and must be accommodated quickly and effectively through continuous adjustments and re-planning.
- Notice and help different people who have different needs and reactions to the change initiative; they must be knowledgeably responded to in ways that are relevant and appropriate to their different needs.
- Help anticipate and analyze non-rational aspects of the change process and responses to it; the most rational and expert change plans can be upset by "political" considerations which should be anticipated to the maximum degree possible.
- Help enroll as many people who can help lead the change process and help prepare them for effective leadership during and immediately following the change.
- Help the organization find ways to sustain optimum performance from all employees present after the change has occurred.
- Help people learn that change is constant; one change is followed by another; stay limber; learn to take good care of yourself so you can adjust to change and stay healthy and productive.