

Tool 10

Strategies to Manage Constant Change

One of the problems managers encounter when they try to deal with a change is that a particular change is but one of many being implemented at the same time. Constant change means that there is so much to cope with that people are simply overloaded. Looking at the range of change initiatives that are underway and impacting your team at any given time can provide a helpful starting point for prioritizing everyone's attention and focus.

What It Is

A two-part process for considering the impact of multiple changes on your team and adapting strategies to help your team better manage constant change

What It Can Do

This analysis can help you to:

- ◆ Identify the full range of changes facing your team at the same time
- ◆ Consider the impact of these changes on your team's focus and productivity
- ◆ Choose from a range of approaches that can help you and your team better manage constant change

How It Works – Part One

- Step 1** List all major organizational changes currently being implemented that are having an impact on your team in the “Present” column of the worksheet on the next page.
- Step 2** List all major organizational changes that have been implemented in the “Recent Past” column, and make note of any that are still having an impact on your team.
- Step 3** List all major organizational changes that are scheduled to begin implementation in the “Near Future” column on the worksheet.
- Step 4** Circle the change initiatives having the most impact on your team right now and describe “Implications for Your Team” in the space provided.

Note: The most impactful initiatives can come from any of the columns.

Strategies to Manage Constant Change Worksheet One

Recent PAST	PRESENT	Near FUTURE

Implications for Your Team

How It Works – Part Two

- Step 1* Review the list of strategies on the worksheet that follows. Do this on your own or consider ways to engage your team in the process, as a way to build transition capability.
- Step 2* Choose one or two approaches you think will be most helpful at this time.
- Step 3* Work with your team to adapt these strategies for the current situation, making sure that they help to clarify, implement, and update any strategy chosen.
- Step 4* Clarify in the space provided any additional resources or information you will need in order to implement a given strategy.

Strategies to Manage Constant Change Worksheet Two

- 1. Cluster, coordinate, and prioritize your changes*
- 2. Do regular scans of your internal, as well as your external, environment*
- 3. Assure that people have the big picture of the business*

4. Develop a clear sense of the organization's strengths and weaknesses

5. Enhance people's trust in the leadership and their loyalty to the organization

6. Build explicit and periodic time outs into the work of individuals and teams

7. Incorporate policies and practices of the “Learning Organization”

8. Develop organizational flexibility and responsiveness

9. Screen out non-essential changes

10. Manage the big transitions effectively