

A woman with her hair in a ponytail, wearing a green jacket, is sitting on a rock on a hillside. She is looking out over a valley with a winding road. The background is a lush green landscape with rolling hills and a clear sky.

CHANGE MANAGEMENT

FOR A SUCCESSFUL CHANGE PROCESS

Organizations often fail to achieve a satisfactory return on their investment in the event of significant changes. This is not because the final solution is not good enough. It is because the change is not supported by the employees it was firstly intended for. How much of your investment depends on actual use of the new solution by your users? What happens if not all employees follow the new way of working?

We support people and organizations in their change process in order to achieve the intended business value.

IT IS THE PEOPLE WHO CHANGE

Organizations want significant changes to be as quick and smooth as possible. It is important to consider not only a project's operational or technical aspects, but also the change process itself. After all, the success of the change and achievement of the underlying business value largely depend on the extent to which each individual employee successfully completes their personal transition.

The determining factor in achieving success is unmistakably the individual capacity for change of the people themselves. They must be able to persistently and effectively put the optimizations into practice. Well-considered change management is a crucial and determining factor for user acceptance.

For every employee who drops out of the process before, during or after the transition, the total level of success as originally intended will crumble a little further. Even the most successful software implementations will only be of minor benefit if half of the users are unable or unwilling to use the new application.

Change management is a discipline and a supportive framework for managing the human side of change, for making change happen more quickly and more successfully, and for making change last.

WHAT REALDOLMEN CAN DO FOR YOU

Realdolmen can assist you with all aspects of change management. Our approach is based on the Prosci® ADKAR® model (*). This approach focuses on the five phases a person goes through in a change process:

- **Awareness:** Understanding why a certain change is necessary.
- **Desire:** The will to support and participate in the change.
- **Knowledge:** Obtaining the knowledge needed on how to change.
- **Ability:** Being able to apply the acquired knowledge in practice.
- **Reinforcement:** Embedding the change and adopting new habits.



AWARENESS



DESIRE



KNOWLEDGE



ABILITY



REINFORCEMENT

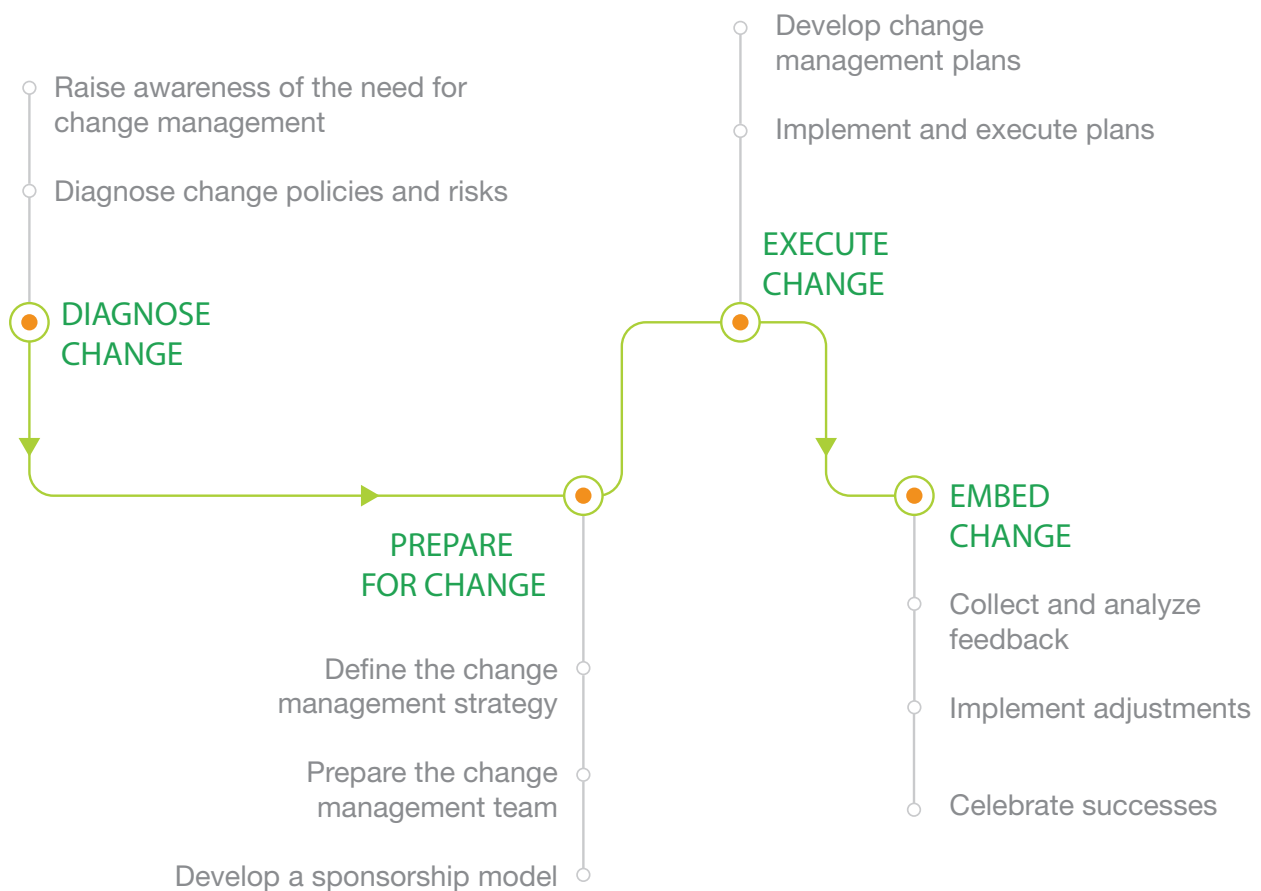
OUR OVERALL APPROACH: 4 PHASES

In the **preparatory** phase, we **diagnose** the change to gain important insights. This is the only way to plan meaningful actions. We do this based on a Change Immersion Workshop. The workshop raises awareness and analyzes the risks and the willingness to change.

After the preparation, we start working on the practical aspects. During the first phase, we **prepare the change** in order to develop a tailor-made approach with the necessary sponsorship and a proper team structure. We do this by putting together an overall strategy, by preparing the change management team, and by developing the sponsorship model.

In the **second** phase, we **implement the change together**. We develop concrete plans in areas such as communications, coaching, training, and managing resistance. We integrate these plans into the overall project plan. We guide the organization and its employees through the transition.

In the **third** phase we **embed the change** to ensure user acceptance and to perpetuate the change. We follow up the new way of working and we implement corrective actions to enable you to evolve to the new way of working.



(*) ADKAR® is a model from Prosci®, an organization which performs global research into transition processes. Similar to McKinsey and Gartner, but focused on the area of Change Management. Prosci® is also the founder of ACMP (Association of Change Management Professionals). This organization's objective is to create a consistent vision for the discipline of Change Management. It is also responsible for global standardization and quality labels relating to Change Management and Change Managers.

Change Management

Realdolmen will be happy to work with you to examine how change management can be applied to your situation. Please get in touch with your Realdolmen contact or send a message to info@realdolmen.com for more information.

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