

## Reading: Establish a Change Management Structure

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### Sponsor

- What** Senior-level leaders who champion the change and support others' efforts in making the change happen.
- Who** Typically, an executive leader or senior management and senior union officials
- Role** The sponsor:
- Champions the change and provides overall vision, direction, and resource support during the change effort.
  - Assembles a steering committee.

### Steering Committee

- What** A high-level decisionmaking body that initiates and oversees the change.
- Who** A cross-section of senior representatives from management and organized labor and employees. Members are selected for their formal positions, information and expertise, reputations and relationships, ability to commit resources and enforce decisions, and leadership capacity. Members of the steering committee need not be senior leaders, but they must possess four characteristics:
- **Position power**—Are enough key players on board, especially the main line managers, to keep those left out from blocking progress?
  - **Expertise**—Are the various points of view (in terms of discipline, work experience, and diversity) relevant to the task at hand adequately represented so that informed, intelligent decisions will be made?
  - **Credibility**—Does the group have enough people with good reputations in the organization so that its pronouncements will be taken seriously by other employees?
  - **Leadership**—Does the group include enough proven leaders to drive the change process?
- Role** The steering committee prepares for the change effort by acquiring the necessary knowledge about organizational design and change. It plans the change strategy, ensures that the vision is developed and communicated, and orients the organization to the change effort. The committee has many responsibilities. The committee:
- Commits the necessary resources.
  - Appoints, trains, and empowers the teams needed to design, plan, and implement the change.
  - Maintains open communication among the change teams and between itself and the teams throughout the change process.
  - Formally approves and implements decisions.
  - Initiates and oversees the organizational change and transition throughout the process.

The steering committee typically makes recommendations and decisions regarding the:

- Goals and scope of the change.
- Methods for assessing the organization's gap between its vision and present state.
- Appropriate change strategies.
- Resources required for implementing the change.
- Evaluation of the effectiveness of the change effort.

Throughout the change effort, the steering committee provides leadership, support, and resources for the design and implementation of the change. As it makes key decisions along the way, it communicates the rationale to the organization.

**Key Questions**

The steering committee seeks answers to questions such as:

- What are the day-to-day realities, beliefs, and organizational implications for implementing this change?
- How can the change be made feasible in terms of cost vs. benefits?
- How can current systems and work processes be made compatible with the change?
- Will the organization's leaders accept their new leadership or management roles in support of the change?
- Are employees amenable to the change, and will they be able to make it work?

**Design Team**

**What**

A group of individuals responsible for describing the change in operational terms.

**Who**

Individuals from the ranks of management, supervision, union, and employees. Members are selected for their functional expertise, ability to influence and work with others, and knowledge of organizational processes and systems.

**Role**

The design team develops a detailed blueprint of what the change will look like and an implementation plan. The design proposal may include:

- Organizational structure.
- Tasks and boundaries of new organizational components.
- Performance outcomes or results.
- Job redesign.
- Process change requirements.
- Training and education requirements.
- Information and resource requirements.

The design team analyzes data from various sources to help make these decisions. The design team reports to the steering committee and makes recommendations to it.

**Key Questions**

The design team is concerned with questions such as:

- What new or changed services or products need to be delivered?
- What will the new or changed processes look like?
- What will the new or changed structure look like?

- How will technology be used?
- What types of key roles or responsibilities will people have?
- How will people relate to their customers?

### **Implementation Team**

- What** A group of people responsible for setting the change in motion and dealing with related issues.
- Who** Representatives from the groups who must carry out the change. For example:
- Human Resources (if staffing, position descriptions, performance management, compensation, or training are involved).
  - Information Resource Management (if computer systems are involved).
  - Facilities (if physical plans are involved).
- Role** The implementation team determines and carries out the “master plans” for launching the change and supporting the people through the transition. It reports to the steering committee or to the Implementation Manager. The implementation team is responsible for:
- Ensuring that people affected by the change have the necessary information, resources, and support.
  - Identifying barriers to implementation and recommending corrective action to the steering committee.
  - Aligning the organization’s systems with the change.

### **Ombuds-Team**

- What** A group who serves as the people’s voice during change implementation process.
- Who** A group of 7 to 12 people chosen from as wide a cross-section of the organization as possible, including the union if bargaining unit employees are involved.
- Role** This team serves as the organization’s eyes and ears. It meets every week or so to assess how people are responding to the change. It has no decision-making authority and does not make recommendations. Instead, it is responsible for:
- Gathering information about the impact of change plans through focus groups or other more informal ways.
  - Facilitating upward communication.
  - Serving as a reviewer of plans before they are announced.
  - Intercepting and correcting miscommunication or false rumors before damage is done.
  - Communicating with the implementation team.