

Organizational Change Best Practices

Simplar Organizational Change Management Best Practices

- ✔ **What are they?** Specific strategies, approaches, and management techniques for an effective change initiative roll-out, including how to support on-the-ground change adoption and overcome resistance.
- ✔ **Why are they important?** They represent repeatable strategies that can be learned and applied to any change initiative within your organization to improve the chances of complete success.

Simplar's Hands-on Support + Change Research

Simplar has provided hands-on support to over 100 organizations implementing change. **Simplar also has collected and researched over 500 additional organizations.**



For each organizational change, Simplar measured change adoption across multiple years, criteria, metrics, and perspectives. This gives Simplar an unparalleled understanding of the efficacy of different organizational change management practices and strategies.



Simplar's Strategic Solution for Organizational Transformation

Simplar's Strategic Solution for Organizational Transformation is founded upon the "Big Six" change drivers we discovered during our implementations and research. Tools, templates, and protocols have been developed for successfully applying each of the Big Six. **Simplar's involvement makes successful adoption 5 to 8 time more likely.**

THE BIG SIX Drivers of Change Success

Change Drivers	What it means
1 Proper Use of Change Agents	Change Agents are identified, trained, embedded, and supported
2 Performance Measurement	Benchmarks are established with transparent adoption data
3 Realistic Timescale & Plan	Follow a real-time usage plan for change speed and sequencing
4 Communication of Benefits	Employees see how the change improves their work function
5 Optimized Training for Professionals	Use adult-learning models to train the new skills and practices
6 Senior Leadership Commitment	Demonstrable engagement for change agent support, adoption/resistance reporting, and resource balancing

The Simplar Difference

Engage the Experts!



We help you identify and orient the change agents and create the change schedule



We help you implement our proven structured methodology for education and training



We use adoption dashboards to enable leadership to quickly identify & respond to potential resistance



Learn how to optimize resource allocation to minimize resistance & increase probability of success

For further reading, Simplar's research studies can be found at:
www.simplar.com/organizational-transformation/



This research provides insights on how to avoid the pitfalls of change efforts and what strategies increase the likelihood of successfully implementing organizational change in the construction, architecture, and engineering industries.

5 Essential Strategies for Successfully Implementing Organizational Change in the Construction, Architecture, and Engineering Industries



Competitive business environments and limited financial resources have forced construction, architecture, and engineering organizations to look for ways to improve their project processes, adopt new technologies, and implement new modes of delivery.

Successfully implementing changes, of any kind, is extremely challenging with the vast majority of change efforts failing to meet their original intent. The main factor causing the failure is resistance among internal personnel. **Below are five essential change strategies that will increase your chances for success.**



The training is most effective when provided before the change is initiated. The ideal training describes, step-by-step, how personnel will be expected to carry out the change.



Training specific to each employee's role further reduces uncertainty and resistance to change. Support of the change initiative increases if the long-term benefit for the employees and the organization is clearly demonstrated.

1 Training



In a study of public and private organizations in North America, Simplar found that **when employees receive training regarding the change initiative, they are more likely to support the implementation of the change.**

Personnel who receive extensive training on the purpose of the change, as well as specific aspects of the change, are the most accepting of the change. Those who receive limited or no training are the most likely to resist the change.

2 Change Agents



Organizations need to select appropriate personnel to be Change Agents.



In a Simplar study of organizations in the United States and Canada, those that didn't assign change agents experienced four times greater resistance to change and did not achieve the same levels of success.

The most effective Change Agents are peers/co-workers to those being impacted by the change and have the personality and skillsets to support others with their adoptions of the new processes/technology. **Change Agents should be involved in the daily activities** required to achieve the project deliverables related to the change being implemented. This increases accountability and support while decreasing employee resistance to the change.



3 Involvement of Frontline Personnel

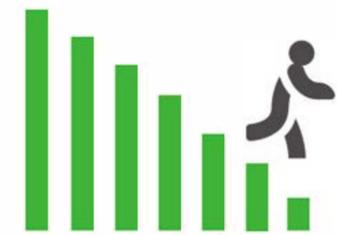


Employees' job levels correlate with resistance to or acceptance of change. Executives and supervisors involved in planning and implementing the change are the most supportive of the change, whereas project managers, contracting officers, and other frontline workers are most resistant to change.

Resistance can be reduced by involving frontline workers during the change planning. This includes soliciting their feedback on how to implement the change. Frontline workers who appear open to change should be assigned as Change Agents to rally their peers to support the change.

4 Realistic Expectations

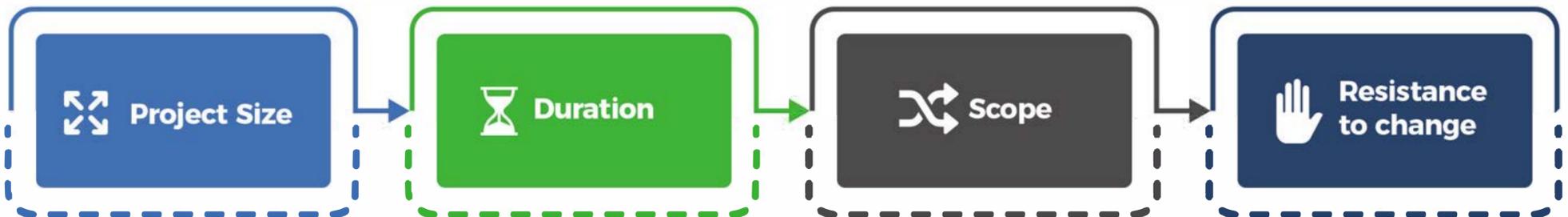
For change efforts to be successful, organizations must also have realistic expectations on how quickly the change can be implemented. Based on Simplar's research, when companies recognize that change implementation is a longterm program requiring regular employee training provided by Simplar, the **companies experience seven times less resistance to the change.**



SIMPLAR Training = 7 times less resistance to the change

5 Project Size, Duration, and Scope

Simplar found that project size, duration, and scope correlate with resistance to change. Small, short construction projects prompted the least resistance, compared to projects that were longer, broader, or involved design/engineering or facility services work. **As a result, different expectations, strategies, and resources need to be allocated for implementing change based upon the attributes of the project.**



Important factors to consider include a project's strategic value and the opportunities the project provides for organizational learning.

Conclusion

Successful organizational change management is a necessary capability for maintaining a competitive advantage. Yet many companies in the construction, architecture, and engineering industries fail to successfully implement change initiatives.



Overcoming employee resistance to change significantly increases the likelihood of achieving organizational change and is achieved by implementing employee training, designating Change Agents, involving frontline personnel in change planning, setting realistic expectations, and understanding how project attributes impact the change.

About SIMPLAR

Through the combined knowledge and experience of the Simplar's team, we provide an array of organizational assessment and process improvement tools to address your organization's unique goals and challenges, delivering exactly what your business needs in order to be successful.

Improve your competitive advantage! Partner with Simplar for your next organizational change effort.



Resistance to Change: What You Need to Know

What is Resistance to Change?



In general, resistance to change consists of a response where members of the organization hinder the change initiative's objectives in some way. Leadership should realize that resistance WILL occur – it is not possible to eliminate it completely – and not all resistance is bad! Here's what you need to know.

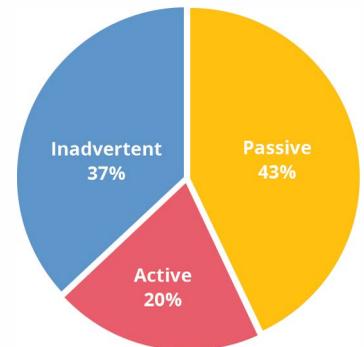
Resistance Takes on Many Forms

- ✓ There are a number of resistive behavior types and intensities that may be encountered.
- ✓ Not all resistance is bad. Some resistance is healthy because it shows the organization is learning and asking good questions.
- ✓ Other forms of resistance are indicators that the change will be difficult. Investing resources in highly resistive pockets of the organization typically delivers minimal returns.

What are the Forms of Resistance?

After being embedded in more than 100 organizational groups to facilitate change adoption, Simplar has measured three major forms of resistance:

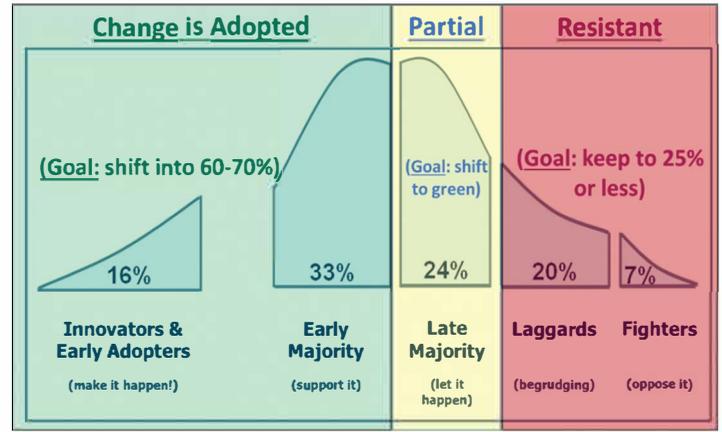
- A Inadvertent Resistance:** when people will try the change once and then go back to their old way or create a workaround.
- B Passive Resistance:** the most common form of resistance, includes excuses, politics, and dragging of feet.
- C Active Resistance:** this is the most dangerous. When people resist they believe they are doing what is in the best interest of the organization.



What are the most Common Resistance Behaviors?

Simplar's study of found the top 5 resistive behaviors to be:

1  Reversion Going back to the old way or creating shadow systems & workarounds based on the old way	2  Reluctant Compliance Doing the bare minimum, dragging feet, and not following through on actions.	3  Arguing Voicing open disagreement with the change.	4  Lack of Transparency Paying "lip service" to the change but hiding & obscuring progress & results.	5  Delaying Withdrawing from change-related actions as long as possible, avoid taking initiative.
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Beware: Resistance is Contagious!

Active Resistance is also dangerous because it is contagious.

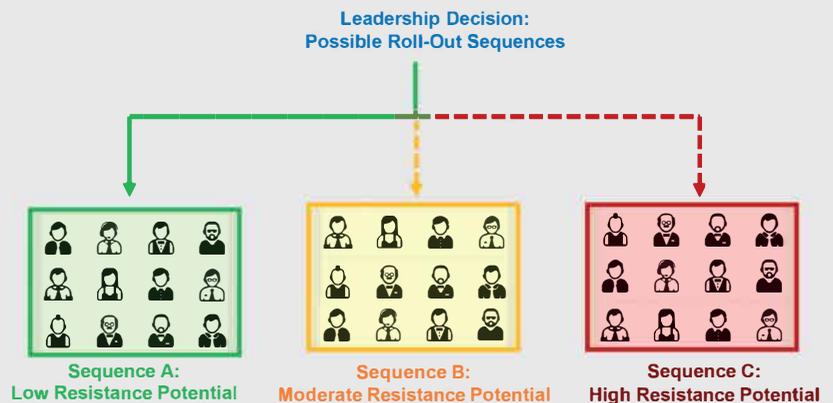
A small pocket of highly resistive, vocal, and active individuals can spread opposition to the change throughout the organization.

Once resistance spreads, there is no incentive structure that can "force" the change to occur. Not performance reviews, not competition, not technology, & not even cold hard cash!

Reactions to Change
(Simplar Data from 100+ Organizational Groups)

Is it Possible to Assess, Predict, and Reduce Resistance (Before it Happens)?

- ✓ Yes! Simplar has been using Human Dimension assessments for the past 6 years and developed tools to assess psychological, behavioral, and emotional elements within change roll-out programs.
- ✓ With Human Dimensions and other tools, Simplar measures resistance in real-time during the first wave of a change roll-out. This helps predict resistance in future waves & better allocate resources.



The Simplar Difference - Ask the Experts!



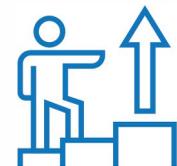
Scientific tools to assess, predict, and reduce resistance to organizational change - before it happens!



Feedback loops to enable leadership to quickly identify & respond to potential resistance



Structured methodology for monitoring resistance in real-time



Approaches to optimize resource allocation to minimize resistance & increases probability of success