



# Manager's Guide

## ON PLANNING FOR CHANGE

### PLANNING FOR CHANGE IS KEY TO SUCCESS

*This **Managers' Guide** is an effective communications tool to assist you in sharing information with your staff.*

#### Why plan for the change?

The most overlooked phase of leading change is the planning phase. People are excited to "get things moving"; however, planning is the step that can make or break a change initiative.

If change is not managed, you increase the risk of failure because people do not make sense of the change. Often they have received little information they can relate to, and have no clear picture of why the change is taking place and what benefits there might be for them in the long-term. Slowing down and taking the time to properly plan will save you a myriad of headaches down the road.

#### Planning for the unexpected

Be prepared to adjust course and revise your plan because even the best plans will change. Unexpected events will occur; yet, if you have a plan to deal with the unexpected as well as the expected, your change initiative is far more likely to be a success and a smooth transition for your team, the organization, and for you.

#### What should I consider in my change management approach?

A key objective of change management is to prepare people for the change with the least possible amount of disruption. As such, the details of the change program will vary from organization to organization. The core methodology, however, will be consistent if based on best practices.

Many change management methodologies exist, but they all have similar core components:

##### • Prepare for Change

- develop your case for change, including what is driving the change
- identify the overall direction of the change
- define your vision/desired future state
- create a transition structure

##### • Plan and Design

- analyze the impact of the change
- define success measures – how will you know the change is successful?
- assess and build organizational readiness and capacity
- develop change management, communication and employee

#### IN THIS EDITION

- Overview
- Planning is Key to Success
- Starting the Conversation
- Questions & Answers
- Contacts & References

- engagement strategies
- assess resistance

##### • Implement

- launch the initiative, communicate the vision and gain commitment
- implement strategies
- communicate throughout with staff

##### • Embed and Monitor

- adjust work processes, roles, policies, systems, etc., to align with the change
- reward behaviours associated with the new state
- celebrate important milestones and achievements
- continue to monitor, evaluate and course-correct

#### Roles and Responsibilities for Change

##### Senior Leaders

- Communicate the organization's vision and case for change

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## CONTINUED

- Address broad-based employee concern to increase visibility into the rationale behind the change
- Demonstrate the importance of the change
- Model new behaviours and attitudes

## Managers and Supervisors

- Communicate key information to staff and make it relevant to them
- Address your staff's concerns on a personal level and through one-on-one conversations
- Engage your staff
- Share staff concerns about the

change with senior managers or HR

- Model new behaviours and attitudes

## Human Resources and Internal Communications

- Partner to coordinate the messages of executives and managers to ensure consistency
- Provide resources and guidelines for managers, including the role of managers during change
- Send communications to the Defence Team to provide updates and logistical information

## Staff

- Understand how the change will affect them personally and their day-to-day

jobs, and how it will affect their colleagues and their organization.

- Ask questions and raise issues and concerns with managers and supervisors
- Engage in the "new"

## Change Management Advisors

- Act as a change process expert and sounding board for change leaders
- Educate about change management
- Contribute to the development of change management strategies
- Facilitate course correction
- Coach and provide feedback to change leaders

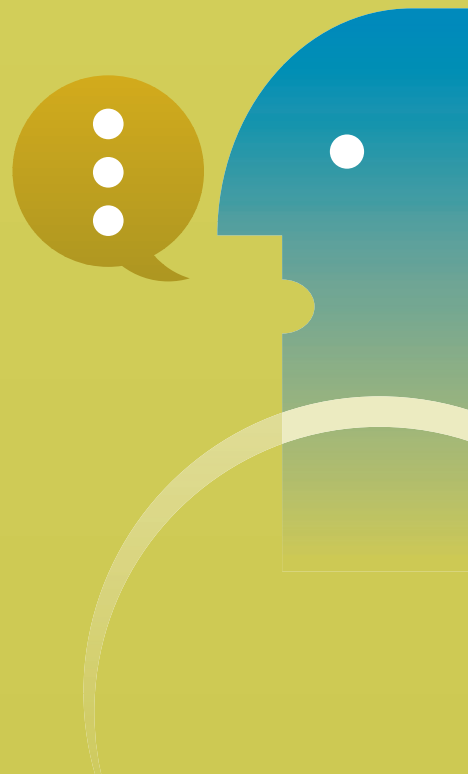
## STARTING THE CONVERSATION

**Purpose:** to outline the key points that you want to share with your staff and provide a framework for your future conversations regarding change

To communicate change effectively, managers should incorporate change-management, or key messages provided in this interface into their daily activities. For example, in a routine discussion about a business challenge, they might talk about how proposed solutions fit (or don't fit) into the bigger picture. In a regular performance appraisal, they might discuss how the individual's job supports the vision. In a routine open forum with staff, they might tie their answers back to change goals.

Managers play a lead role in informing members of their team. Because they interact with their staff daily, they are in the best position to explain what new organizational directions and priorities mean for employees and if or how employees' work may be influenced by these priorities. As leaders, managers can also ensure that staff are provided with opportunities to discuss and have a say in how the organization operates.

Use existing tools and programs to help focus your planning for change. You are also encouraged to use the resources available to you such as the EAP, CF's Health Promotion Program, courses centered on change given by Canada's School of Public Service as well as to explore the GCPedia page called "[Leading Change](#)".



# QUESTIONS AND ANSWERS

These sample questions are to help answer concerns you may have about planning for change.

*1. I know there is an upcoming change. How can I prepare myself?*

## Advice from the experts

- Make sure that your role is clear, and that you know what your leaders are expecting of you. Get acquainted with the DND competencies regarding change management to better understand what behaviours you need to be demonstrating.
- Have a “business conversation” with your manager to educate him or her about the time/people/dollars that will be required to support the change and ensure that your manager prioritizes deliverables and situates the change high on the list
- Attend the “You and Change” course from the LCC to better understand how you deal with change

*2. A member of my team proposed an innovative change that would really improve efficiency, but it would not only impact how we do things but also what certain team members do. I want to move*

*ahead with the change, but how should I approach this?*

## Advice from the experts

When you are planning for a change, you must first have a plan in place before setting any wheels in motion. To do this, you must investigate what this change could really mean – just because it is a good idea doesn’t mean you should do it.

Determine:

- if the change is aligned with other strategic priorities
- what capacity would be required (of you, of staff, and of the organization) to take on this change

at this time

- the impact the change would have on people, budgets, processes, etc.

If you decide to move ahead, apply sound change management methodologies and principles as identified above.

In terms of the impact of the change on staff, people support what they help create. It is very important to engage and involve staff as much, and as early on, as possible. Talk to them and explain the need for change and how it will benefit in the long run.

## CONTACTS & REFERENCES

Information for this guide obtained from:

***Change Management: Case for Action and Manager’s Toolkit***.  
Corporate Leadership Council (2007).

GPCedia “Leading Change”

Laurie Rose  
Manager, Transformational Change  
613-971-0341  
Laurie.Rose2@forces.gc.ca

Focus on Change intranet:  
[dt-ed.mil.ca](http://dt-ed.mil.ca)

Please send your comments to:  
[Internal\\_Communications\\_internes@forces.gc.ca](mailto:Internal_Communications_internes@forces.gc.ca)

*Produced by ADM(PA) Corporate Internal Communications, in collaboration with ADM (HR-Civ), Director, Change Management. Design courtesy of HR-Civ Strategic Communications.*