

## **Benefit from Change Opportunities**

**by Chuck Griffin**

*Jump at your chances to bring about change*

Capitalizing on the opportunities which change management creates is an essential component of "designed in success." Putting new processes, procedures and/or systems into place is rarely met with overwhelming support. The people pushing the change would be wise to remember the saying:

"There is nothing permanent except change."

-Heraclitus

In recent years, there has been a great transformation in industrial methods. But because many of us are truly creatures of habit, we often miss the opportunity to capitalize on change. In facility management, the task at hand is to transform current organizations to a value-added organization supporting comprehensive asset management strategies.

In an environment of mergers, downsizing, outsourcing, in-sourcing, back-sourcing; call it what you want, it becomes everyone's responsibility to demonstrate they are a "best-in-class" organization. Remember change is the engine of growth and overall improvement potential.

This engine of growth, however, needs success in its design. A few points to assist in this success are:

- \* maximize staff input;
- \* educate staff;
- \* emphasize the benefits;
- \* do not hard sell;
- \* establish a communication strategy;
- \* promote team involvement;
- \* perseverance, training and proper pacing are essential;
- \* monitor the change.

"Every organization has to build the management of change into its very structure"

-Peter Drucker

We must design in success, because change is often resisted. It is not enough to try to avoid failure, you must seek success. Some issues you will be faced with are:

- \* fear of obsolescence;
- \* inertia;
- \* insecurity;
- \* personality conflicts.

Remember managers manage change while staff/employees implement change. Leadership of the process and pre-determined critical success factors will be key elements of the success of your change management initiative.

Whether people throughout the organization are involved in managing change, implementing change, measuring change or just part of the change effort itself, everyone must fully understand the key parts of the change process. Far too often, organizations continuously repeat change initiatives. In some cases, employees develop their own job successes to survive in an organization where change is always afoot but never locked in. Organizations should position themselves to: prepare for change; implement the change; lock in the change; measure the success of the change process.

You can reduce resistance to change if you:

- \* continually build trust and credibility;
- \* have continual employee involvement;
- \* have an established road map;
- \* are confident the change makes sense;
- \* maintain momentum;
- \* prepare and maintain a communication strategy;
- \* follow an implementation schedule which properly fits your organization.

The major difficulties facility/asset management organizations face is the transition from their current situation, to the integration of comprehensive asset management strategies and performance measurement criteria. All successful implementation projects have change management woven throughout the implementation process.

If it seems as if we are constantly in a growing, competitive environment, that is because we are. We must be strategic in our approach, gain knowledge from the management of our information, be dynamic in nature and approach change and continuous improvement as a day-to-day fact of the business and functionality of our organizations.