Before You Introduce Change

FIVE QUESTIONS WORTH ASKING

Change is part of organisational life. New systems, restructuring, changes in leadership and evolving ways of working may all be necessary for an organisation to grow and respond to its environment.

Yet change does not happen only within structures, policies and processes.
It also happens within the experiences of the people affected by it.
Before introducing change, consider these five questions.

01

PURPOSE

What is driving this change?

Have we clearly understood the problem we are trying to address, or are we moving towards a solution before fully exploring the situation?

02

LOSS

What might people experience as a loss?

Even positive change can involve uncertainty. What might employees feel they are losing – familiarity, autonomy, confidence, relationships or a sense of security?

03

VOICE

Whose voices have we listened to?

Have we created opportunities to understand how the proposed change may be experienced by the people it will affect?

04

REALITY

What might make this change difficult in practice?

Are there existing expectations, systems, workloads or limitations that could make it difficult for people to adapt, even when they understand the reasons for change?

05

LEARNING

How will we know whether the change is working?

Beyond implementation deadlines and organisational targets, how will we understand what employees are experiencing? Are we also seeing the change achieve its intended purpose? Are we willing to listen, learn and adjust?

A final reflection

Introducing change and supporting people through change are not necessarily the same thing.

An organisation may be ready to implement a decision while the people within it are still trying to understand what that decision means for them.
Meaningful change requires more than a plan. It requires curiosity, communication, relationships and a willingness to understand the human experience behind organisational decisions.

Serenita

Meaningful change begins with meaningful relationships.

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