

MANAGING HUMAN CAPITAL

HRMT901D

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LECTURE 7

CHANGE MANAGEMENT AND IT'S IMPLICATIONS

BRAINSTORM

MENTION INSTANCES WHERE
YOUR HOTEL HAD TO
MANAGE CHANGE

HOW WAS IT MANAGED?



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This will introduce you to John Kotter's 8-step process for change, based on his research of 100 organisations which were going through a process of change. This process was updated in his 2014 book 'Accelerate'.



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1. Create a sense of urgency

Your top leaders must describe an opportunity that will appeal to individuals' heads and hearts and use this statement to raise a large, urgent army of volunteers.

- **Why we are doing this? What is in it for us?**

2. Build a coalition

A volunteer army needs a coalition of effective people - coming from its own ranks - to guide it, coordinate its activities.

- **Who will be key to lead and make the change?**

3. Form a strategic vision and initiatives

Dr. Kotter defines strategic initiatives as targeted and coordinated "activities that, if designed and executed fast enough and well enough, will make your vision a reality."

- **What are we creating and what's our plan?**



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4. Enlist a Volunteer Army

Large-scale change can only occur when very significant numbers of employees

amass under common opportunity and drive in the same direction.

- **How do we excite everyone about the vision?**

5. Enable action by removing barriers

By removing barriers such as inefficient processes or hierarchies, leaders provide the freedom necessary for employees to work across boundaries and create real impact.

- **What obstacles can we anticipate and remove?**

6. Generate short term wins

Wins are the molecules of results. They must be collected, categorised, and communicated - early and often - to track progress and energise your volunteers to drive change.

- **What short-term wins can we create, communicate and reward?**



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7. Sustain Acceleration

Change leaders must adapt quickly in order to maintain their speed. Whether it's in a new way of finding talent or removing misaligned processes, they must determine what can be done - every day - to stay the course towards the vision.

- How do we iterate on the change?

8. Institute Change

To ensure new behaviors are repeated over the long-term, it's important that you define and communicate the connections between these behaviors and the organisation's success.

- How do we make this stick in our culture?





44% of leaders agree that their own management strategies are too bureaucratic and are a nuisance



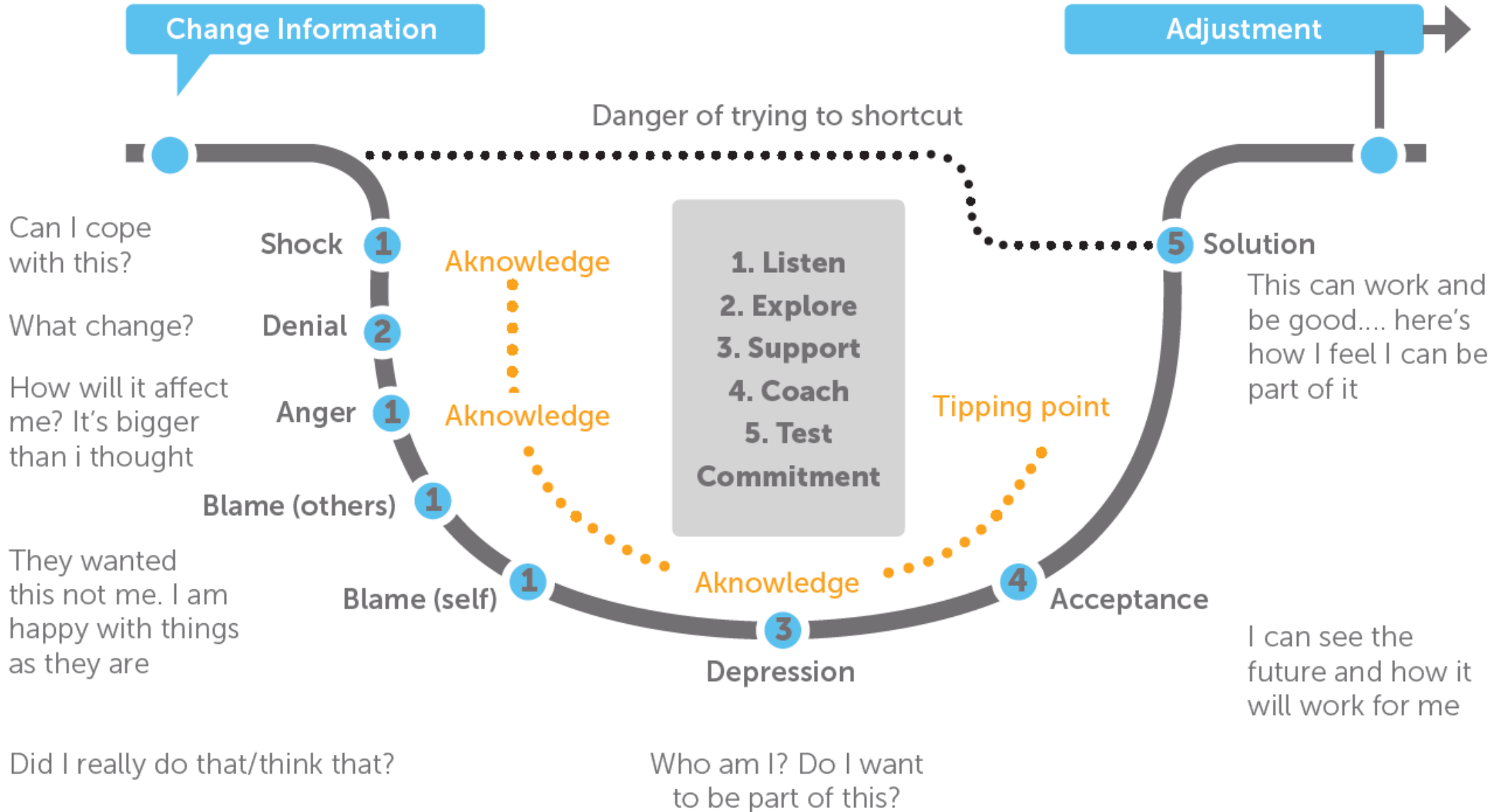
When surveyed, **90%** of managers and employees said the importance of agility and speed has increased in the last 5 years.



Agile firms see a **37% increase** in revenue when they employ leaders who strategically adapt to any situation



WHERE DO WE STAND ON THE CURVE?





MY CHANGE PLAN

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I WILL DO...	SO THAT...	POTENTIAL BLOCKERS...	STARTING DATE	TO BE REVIEWED

BRAINSTORM

WHAT ARE THE
IMPLICATIONS OF
POOR CHANGE
MANAGEMENT?

QUESTIONS?

CHANGE MANAGEMENT
