MMC'S CHANGE METHODOLOGY

Specializing in human performance, our firm has designed a powerful change management process that integrates our core competencies:

- ➤ Keen **diagnostic skills**

- ➤ Advanced **rapport-building** methods

- ➤ **Accelerated** development strategies

- ➤ Motivating and creating **true behavioral change**

By integrating these performance development technologies, we assist the company in creating the three essential ingredients for managing change: **change leadership, communication** (both broad and deep), and development of a clear **motivation** to make changes. Together these three elements serve as the cornerstones of an effective change management plan.

MMC'S Change Management Program: Four Key Steps

I. Assess

- ♦ Change Goals

    - ✓ Current State
    - ✓ Goal for the Future
    - ✓ Assessment of necessary change activities
    - ✓ Identification of Obstacles to change.

- ♦ Current Communication systems

- ♦ Current Leadership change management motivation, skills and abilities.

II. Plan

- ♦ Deliver an in-depth, confidential debrief of all assessment findings.

- ♦ Identify the key organizational strengths and challenges to change.

- ♦ Clarify organizational motivators for change and the cultural resistances to it. Harness the former and neutralize the latter. Explicitly specify WIIFM (What's in it for me?) and WIIFOrg.

III. Action

♦ Synthesize findings into a **Change Management Map Of Action**

- ✓ Detail the **specific changes** required – precisely what does the organization need to continue, start, and stop doing?

- ✓ Identify all the **benefits** that will accrue to each person and to the organization once the change objectives are achieved.

- ✓ Similarly, identify all potential **impediments** that could hinder the turnaround effort – inner, interpersonal, and organizational.

- ✓ Specify the **action steps** required to achieve the prescribed changes

- ✓ Enlist the involvement of everyone in the organization. Turnarounds require support from everyone**.**

- ✓ Establish **time frames** and **metrics**, against which progress is measured.

♦ Socialize the Map of Action with Organizational Leadership

- ✓ Get Feedback incorporate change as necessary

- ✓ Create Leadership Buy-In through facilitated meetings

- ✓ Resolve conflicts in order to present unified communications

- ✓ Train leadership in managing through change

♦ Communicate Change throughout the organization

- ✓ Provide multi-source communication

  - ▪ Media, Electronic and Printed

  - ▪ Leadership messages- spoken and demonstrated

  - ▪ Team or Organizational meetings

♦ Model and Incentivize for Desired Behavioral Change

- ✓ Walk the Talk

- ✓ Positive Reinforcers

♦   Measure progress against plan. Design simple and practical feedback loops into work routine.

IV.   Reflect/Evaluate and Reassess/Refine

This is the final phase of the change management process and works best when it is hard-wired into the Action Phase of the cycle. By designing monitoring and evaluation metrics, the organization can assess progress and then recalibrate the **map of action as needed.**