HeartWood

Centre for Community Youth Development

Guidelines for aligning teams while implementing change

- Involve those impacted by the change to the maximum degree possible in setting goals and designing specific procedures for reaching those goals; also, get their input on how these changes should be introduced and managed

- Begin right away, don't wait until later when all you can hope to do is "sell" people on the desired outcomes of the change process

- Articulate the reason for change in a positive frame of reference, not as a punitive response to some problem

- Articulate these changes as part of the organization's "vision," the big picture of what people want most

- Honour the old ways of doing things and facilitate a "letting go" process

- Maintain a credible information flow
  - provide as much information about the change as quickly as you can
  - say when you don't know
  - say when you can't say
  - solicit and respond to rumours
  - encourage questions
  - make sure information gets down the line and build feedback systems so complaints, suggestions and comments can get back up

- Surface and respond to concerns, i.e., openly identify and share what they stand to gain and lose from the change and what they can do to maximize the gains and minimize losses

- Adopt a leadership style and work-team culture that models the desired behaviours and develop new ways to recognize and reward that behaviour; also, support the informal leaders

- Develop policies and procedures which support the new ways of doing things - search for simplicity

- Allow for "investment in change" - provide for slack while people are building competency in new skills and roles and make sure they get training and support to facilitate the transition; also, allow for a non-evaluative period

- Communicate and "market" the cultural changes in a variety of ways that will reinforce the change process