



# Change Management

## Managing change is difficult

in any business environment, let alone the current era of increasing economic uncertainty, relentless competitive pressure, and chaotic market dynamics. Yet, of course, constant adaptation is required to remain viable. Priorities and strategies shift, often dramatically, as an organization embarks on a new stage of growth, enters a new market, faces an evolving competitive landscape, goes public, receives an infusion of capital, is acquired or merged with another company, or wants to change the very nature by which it operates.

Unfortunately, over 70% of all change efforts fail due to:

- Lack of Leadership Commitment
- Lack of a Compelling Business Case/Vision
- Poor planning and project management
- Insufficient communication

## WJM's Change Management Process Realizes Tangible Results by providing

practical processes and tools for managing change at an organizational level. Our structured approach effectively transitions groups/organizations through change. WJM's change management process includes techniques for:

- Creating a change management strategy
- Engaging senior managers as change leaders
- Building awareness of the need for change
- Highly effective communications
- Developing skills to support the change
- Helping employees move through the transition
- Sustaining the change

## How WJM Associates Brings Quality Control to Change Management

### Faculty

WJM's highly experienced faculty allows for greater adaptability in complementing the change management program objectives. Because we understand people and what drives behavior, we know how to motivate individuals to commit to the change process.

### Experience

WJM puts great emphasis on choosing consultants with direct business experience and a strong, real world understanding of corporate dynamics. In

## Client Success

Our organization was facing a drastic, but necessary shift in our core way of operating. WJM brought an exceedingly thoughtful and effective 'soup to nuts' process to bear upon what potentially could have been an incredibly confusing and disruptive change. The consultants assigned to the project were top notch and the WJM Account Director stayed on top of everything and couldn't have been a better partner throughout. Looking back, the change has been considered a major success story throughout our company.

**- Director of Organizational Effectiveness, major media company**

fact, many of our Faculty have proven track records in senior corporate positions in industries similar to those of WJM's clients. WJM has received consistent positive feedback from clients who appreciate that WJM's services are delivered from experience, rather than just theory.

### Account Directorship

WJM offers experienced Account Directors (ADs) who collaborate closely with senior leaders and human resources executives to define requirements and success factors, while establishing the most comprehensive and strategically effective approach to change management. ADs serve as 'project managers' for all change management assignments. They ensure that the process is moving forward appropriately and that all deadlines and expectations are being met. They provide monthly "report cards" on each specific engagement, including an overview and status updates against established objectives.

### Serving the Organization

Our faculty are deeply committed to helping individuals understand the need for change and enable them to accept the consequences, but we are only successful when the client company meets its specific organizational objectives and realizes significant bottom-line value.

### Measuring and Guaranteeing Results

WJM's change management is custom-designed to deliver observable bottom line value to the company in a short period of time. We monitor improvement using reliable, objective measures of change. Results are tracked against performance measures and are guaranteed by WJM.

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# The WJM Change Management Process

Although change is an iterative process that rarely follows a linear path, WJM utilizes John Kotter's change paradigm to provide a "best practices" framework for managing change.



**Build Business Case for Change and Establish Clear Goals/Objectives** – In Kotter's experience, 50% of change efforts fail if this step is skipped. An organization needs to identify the burning platform for change. WJM Associates assists the organization's senior executives in building the business case for change and establishing clear goals and objectives. We review the overall methodology for the change program and define specific measurable outcomes. We work with the senior executives to determine why the change is being proposed; internal and external factors leading to change; the consequences of not addressing the issues; the future state desired; and, measurable outcomes.



**Create a Guiding Coalition** – WJM recommends the creation of a change team, a dedicated group of influential leaders throughout the organization, to support and inspire the change effort. WJM Associates works with the change team to determine stakeholder groups and establish a baseline of the organization's readiness for change through surveys of employee groups. This enables the team to build support and provide a common language and visibility to the change goal.



**Develop a Vision and Strategy** – Without a vision, the change effort can dissolve into a series of incompatible projects. WJM works with the change team to describe the future state, assess organizational systems, and identify gaps and prioritize actions. We do so through a series of interviews with senior change agents to review and make recommendations on the organizational systems (i.e., culture, structure, processes, leadership, and people) to support the change effort. This step often results in recommendations on new job descriptions, cultural norms, process changes such as IT, etc., and structure changes in terms of new roles and responsibilities to support the change effort.



**Build an Integrated Change, Communication & Engagement Plan** – The best change in the world has no value if it's kept a big secret. In order to involve as many people as possible, WJM recommends communicating the essentials, simply, to appeal and respond to your employees' needs. WJM builds an integrated change plan and implements a robust communication and engagement.



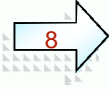
**Empower Action** – In order to engage healthy change, WJM recommends empowering employees by removing obstacles, enabling constructive feedback and support from leaders, and rewarding and recognizing progress and achievements. WJM works with the change team to execute and track progress of the change plan to minimize employee resistance. Tracking plans enable employees to know what has changed and understand how their behavior impacts the change.



**Evaluate Progress Towards Goals and Objectives** – If the organization's people see progress against goals, they will support the change. WJM works with the change team to set goals that are easy to achieve and then evaluates and communicates progress toward goals and objectives. Celebrating short term wins ensures commitment to the change.



**Create Plan to Sustain Change** – To make the progress resulting from change endure; the change must be reinforced. WJM works with the change team to make recommendations to HR systems and processes to support the change.



**Monitor Success** – WJM ensures changes are sustained by monitoring results through surveys and assessments. We recommend monthly feedback sessions for key opinion leaders as well as employee surveys to gauge moral and commitment to change.

## WJM Clients

- Bank of America
- Bank of NY Mellon
- Bristol-Myers Squibb
- Capital One Financial
- Celgene
- Citigroup
- Cordis
- Cytex Industries
- Deloitte & Touche
- Diageo
- DuPont
- Eaton
- GMAC Financial
- Goldman Sachs
- Home Box Office
- The Interpublic Group
- Johnson & Johnson
- J.P. Morgan Chase
- LG Electronics
- Lockheed Martin
- MasterCard
- McGraw-Hill
- Merrill Lynch
- Montana State University
- Morgan Stanley
- MTV Networks
- Motorola
- NewPage
- Nielsen Media Research
- Panasonic
- Pepsico
- Pitney Bowes
- Schering-Plough
- Sprint Nextel
- Time
- UCB
- Western Union

## About WJM Associates

WJM was founded in 1996 by William J. Morin, a renowned authority in executive development and the former CEO of Drake Beam Morin, Inc., one of the world's largest organizational consulting and career management firms. Today WJM has an unsurpassed track record of successfully assisting both Fortune 500 and mid-sized companies in achieving continuous and measurable improvement in the performance of their executives, teams and organizations. Our services include assessment and coaching for individuals and teams, as well as large-scale organization change efforts, including post-merger integrations, succession management programs and many other initiatives. WJM has an extensive faculty of over 100 professional executive coaches, organizational psychologists and other experienced consultants located around the world that are prepared to address the particular needs of an individual executive, his/her team or the entire organization, whatever the industry, location, corporate culture or language.



**WJM ASSOCIATES, INC.**

Enhancing Executive & Organizational Effectiveness

**For more information, please call 1-877-667-4647  
or visit us at [www.wjmassoc.com](http://www.wjmassoc.com).**