

# Small Business Enterprise

4.3 Monitor improvements in the performance of the business over a given timescale.

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# Key Topics

Examine the impact of change management on the operation of the business

- Monitor improvements in the performance of the business over a given timescale.
- Monitoring effects of change
- Maintaining systems and records to evaluate impact of change, appropriate revision of plans in response to actual results.

## Monitoring the Change

- Once the change has been defined and leaders/stakeholders have an understanding of the change, the next process is to guide the planning to enable a successful transition.
- One approach to monitoring is to use the project issue log or create an additional log for concerns; items which are not immediately solvable or actionable.

## Monitoring the Change

- Assuming that the team is diligent in reporting organizational change related issues or concerns, the frequency and severity of issues can signal a developing problem, especially when sudden increases are observed in a single area.
- If the team also compares the issue and/or concerns log with the risk register, which has clearly identified organizational change risks, certain elements in the logs will stand out and can be interpreted as increasing risk probability or trigger a contingency plan.

## Monitoring Improvements of Change

- Many organizations fail to detect problems implementation of change until it is too late.
- When implementing a change, a company's monitoring system should include all major stakeholders to provide input. Specifically to identify any potential problem areas and offer solutions.

# Monitoring the Effects of Change

## ➤ **Monitoring the effects of change is two-fold:**

- to determine if the change continues to fulfil its aim
- to identify opportunities for further process improvement

## ➤ Develop a plan for monitoring over time the effectiveness of the change

## ➤ Monitoring should not be restricted to change management team but should include organization leaders, front-line leaders, person directly involved in the implementation, and personnel with special expertise such as facility data analysts.

# Monitoring Systems and Records Change

## **Maintaining systems and records to evaluate impact of change**

1. Ensure that there is a plan for testing the system of the change implementation
2. Record how you would reduce the probability of any failures in the system
3. Record any potential benefits and negative effects
  - use flow-chart to redesigned process and also checklist, and modify change based on results

# Monitoring Change in Revised plans

## **Appropriate revision of plans in response to actual results**

1. Consider establishment of a team for follow-up and information sharing – monthly, bi-monthly or quarterly meetings
2. Ask key stakeholders to review implementation plans and provide input.
3. Ask stakeholder to measures actual results against past results and identify any potential problem areas and offer solutions
4. Change team should modify action plans based on stakeholders input, if needed.

## Tips for Successful Monitoring

- The best Change programs reinforce core messages through regular, timely advice that is both inspirational and practicable.
- Ask selected stakeholders to review only certain sections of the Change so that revision can be made.

# Reference

- Prosci. 'What is Change Management? – Prosci'. N.p., 2015. Web. July 13, 2015.
- <http://blogs.daptiv.com/2013/06/implementing-and-monitoring-organizational-change-part-3/>