

Unit 33: Small Business Enterprise

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Learning Outcome 3

- Be able to revise business objectives and plans to incorporate proposed changes:
 - AC 3.1 produce an assessment of existing business and objectives and plans
 - Ac 3.2 revise business plans to incorporate appropriate changes
 - Ac 3.3 prepare an action plan to implement the change

In this Session

- LO3 Be able to revise business objectives and plans to incorporate proposed changes:
 - AC 3.2 prepare an action plan to implement the Changes
 - Change management
 - Developing an Action Plan
- Further Readings
- References

Change Management Strategies

- Before you begin instituting any change, you need a framework from which to build. This is known as the structured change management methodology.
- Structured Change Management method allows you to not only overcome resistance by employees, but plan for that resistance. You can enhance your chances of success by appealing to the most affected employees in the process and using them to advance your plan.
- We will discuss the following models:
 - John M. Fisher's Change Model
 - John Kotter's Change Model

John M. Fisher's Change Model

- Based on earlier studies by Elisabeth Kubler-Ross who identified five stages of grief. Fisher identified eight stages that people follow in succession through a change process (In-tuition Learning and Development Ltd, 20414):
 1. Anxiety and Denial
 2. Happiness
 3. Fear
 4. Threat
 5. Guilt and Disillusionment
 6. Depression and Hostility
 7. Gradual Acceptance
 8. Moving Forward

John Kotter's Change Model

- Kotter identified eight steps that need to be taken in order to manage change successfully (In-tuition Learning and Development Ltd, 20414):
 - 1. Establish a sense of urgency
 - 2. Form a powerful guiding coalition
 - 3. Create a clear vision
 - 4. Communicate the vision
 - 5. Empower others to act on the vision
 - 6. Plan and create short-term wins
 - 7. Consolidate improvements and produce still more change
 - 8. Institutionalize new approaches

John Kotter's Change Model

- These steps are based on a solid foundation of communication, empowerment and focus. Once the change has been made, it is important to embed the new approaches, so that people do not slip into old habits.
- Monitoring, feedback and intervention are necessary for a sufficient period after the changes has occurred -

Change Strategies

- Make a list of questions and answers that will help you build your own strategy.
- Learn what questions you should ask yourself as you build your change management plan.
- Create a plan in advance
- Involve everyone in your organization -employees, management and stakeholders (helps to ensure that the transition that you are implementing is successful, it will also help you diagnose problems with the transition before they become a crisis).

Developing an Action Plan

- It is important that in preparing an action plan to implement change in any organization that project managers:
 - Get commitment from executives and senior managers, whether the strategic planning is occurring in a department or in a complete organization.
 - This is to ensure the successful implementation of the change.

How to Develop a Action Plans

- Arrange for a transition management team that would administer the transition and modification process at every level
- Establish a clear vision for the strategic planning implementation process. Paint a picture of where the organization will end up and the anticipated outcomes.
- Make sure key employees know “why” the organization is changing.

How to Develop a Action Plans cont

- Appoint every person in management position of a different area of the action plan, to “owns” the strategic planning implementation process.
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- Train and educate employees so that they will fully understand what exactly an action plan is and how it is going to benefit the company as a whole.

Steps in developing an Action Plan

- Step 1: Identify the behaviors that would lead to better team performance if people changed how they did things. Look at lines of communication.
- Step 2: Take note of the current behaviors that are positively contributing to teamwork. Take stock of what is going right.
- Step 3: Describe the gap between what people are currently doing and what people should be doing to strengthen teamwork in the organization. Communicate target behaviors.

Steps in developing an Action Plan cont

- Step 4: Call a team meeting and discuss how to adopt the target behaviors. Identify needed changes.
- Step 5 : Find out the different things that are needed, ask employees what they think needs to change in the business.
- Step 6 : Set up different strategies that you think can help business be better and then measure their success. Try out other strategy.

Steps in developing an Action Plan cont

- Step 7 : **Insist on individual compliance with the plan** - Once you have figured out your action plan then you can decide how to implement the action plan.
- Step 8 : **Re-train and coach throughout the plan** - Provide metric related updates for the group. Provide personalized coaching.
- Step 9 : **Look to others for implementation tips** - Have conversation with others who have been down a similar change management road.

Action Plan Timeline

- Give the Plan Deadlines - Be specific when tasks or steps to be complete and if necessary change dates
- Create measurable milestones – revise plan if you must and continue working to meet targets
- Make a list of accompanying time line when specific action tasks to be complete
- Create a visual representation once action items have been created and set a specific timeline. Visual representation may be shown by using a Flowchart, a Gantt chart, a spreadsheet, or some other type of business tool.

Further Reading

- <http://www.practical-management-skills.com/change-management-theories.html>
- <http://www.practical-management-skills.com/change-management-theories.html>
- <https://www.eduweb.vic.gov.au/edulibrary/public/teachlearn/student/poltleadchangeimplement.pdf>
- Sample Action Plan:
 - <http://www.gov.mb.ca/ia/climate/toolkit/apt.pdf>

References

- Businessknowledgesource.com (2015) How to implement an action plan. Retrieved on July 7, 2015 from <http://businessknowledgesource.com>.
- O'Connor, Donna (2015) Small Business Enterprise, Lesson 6: Business Plan, Colbourne College
- In-Tuition Learning and Development Ltd (2104) Popular change Management Theories retrieved from <http://www.practical-management-skills.com/change-management-theories.html>
- Smallbusiness.chron.com (2015) Implementation of action plan. Retrieved on July 7, 2015 from <http://smallbusiness.chron.com/implement-plan-action-strengthen-teamwork>