ATD Competency Model
Area of Expertise: Change Management

Change Management: Applying structured approaches to shift individuals, teams, and organizations from a current state to a desired state.

Key Knowledge

- Systems thinking and open systems theory (organization is an open system influenced by the external environment)
- Appreciative inquiry theory
- Organizational systems and culture, including political dynamics in organizational settings
- Change theory and change models
- Process thinking and design
- Communication techniques and tools
- Engagement practices to build critical mass
- Diversity and inclusion, including managing differences and resolving conflicts
- Motivation theories, including empowerment and rewards
- Mindset and mental models and their influence on behavior and performance

Key Actions

- **Establishes sponsorship and ownership for change:** Clarifies case for change and desired outcomes, facilitates client sponsorship of expected outcomes, and engages stakeholders to build critical mass of support.

- **Builds involvement:** Involves people to raise awareness and gathers input on the best course of action, helps clients and change leaders build involvement and ownership in the change process, helps clients create a communication plan that generates buy-in and commitment, and facilitates effective two-way communications to ensure understanding, commitment, and behavior change.

- **Creates a contract for change:** Helps clients contract for change, clarify outcomes, and establish realistic expectations for change; identifies boundaries for change; clarifies relationships, roles, and ethical parameters; and creates conditions for success.

- **Conducts diagnostic assessments:** Determines what data are needed to clarify issues, including stakeholder expectations; collects information to pinpoint initial steps; diagnoses problems as well as perceptions favoring change; assesses current reality against business/organizational strategy and desired outcomes to define change efforts needed; identifies formal and informal power networks; and establishes design requirements for future state.

- **Provides feedback:** Prepares clients/stakeholders for receiving the results of data gathering and diagnosis, provides feedback to people in position to influence with course corrections on change

strategy, articulates what is happening and what needs to happen in a complex system, and builds an impetus to support change.

- **Facilitates strategic planning for change:** Facilitates creation of overall change strategy with sponsor and key change leaders; clarifies what must change, how to minimize the human impact and optimize buy-in; helps identify all technical, organizational, cultural, and people-related change initiatives; shapes the best process and conditions to accomplish results; and designs appropriate change process plans to be time efficient and responsive to needs.

- **Supports the change solution:** Helps clients design, assess impacts, plan, and implement the change effort and strategy; identifies innovative ways to structure the system; creates new approaches or models of programs as appropriate; offers advice and support for managing complex projects as needed; refines change strategy; and supports learning and course correction.

- **Encourages the integration of change into organizational culture:** Fosters shared mindset in support of change; supports alignment of all systems, policies, and processes of the organization to match and support the change; and supports integration and mastery of change effort so that it becomes the norm.

- **Manages consequences:** Creates strategy to reduce human trauma, manages reactions to the change and the unanticipated consequences of the change, surfaces and resolves conflict, helps clients overcome resistance, and influences those who react negatively to support the change.

- **Evaluates change results:** Facilitates information sharing during the change to ensure that results match intentions, collects information about the impact of the change, and communicates results and best practices to interested stakeholders.

A History of Change Models

The elegant simplicity of Kurt Lewin's model has been the basis for the evolution of most change models: the concept of moving from the current state to a preferred, future state.[1]

Model	Model	8-Step Model	7-Step Model	10-Tasks
ATD Change	**Kurt Lewin**	**John Kotter**	**David Ulrich**	**Jeff Evans and Chuck Schaefer**
Challenge the Current State	Unfreeze	1. Establish a sense of urgency	1. Lead change	1. Appreciate the situation
Harmonize and Align Leadership		2. Create the guiding coalition 3. Develop a vision and strategy	2. Create a shared need 3. Shape a vision	2. Develop strategic alignment 3. Evoke change leadership
Activate Commitment	Movement (transformation)	4. Communicate the change vision	4. Mobilize commitment	4. Expand understanding and commitment 5. Analyze processes
Nurture and Formalize a Design		5. Empower broad-based action	5. Change systems and structures	6. Design process, work, and boundaries 7. Plan implementation 8. Establish metrics
Guide Implementation	Refreeze	6. Generate short-term wins	6. Monitor progress	9. Manage transitions
Evaluate and Institutionalize the Change		7. Consolidate gains and change 8. Anchor new approaches in the culture	7. Make change last	10. Continuous learning and improvement

[1] Lewin, 1951; Kotter, 1996; Ulrich, 1998; Evans and Schaefer, 2001.

Change Management Continuum

The below Change Management Continuum is a useful way to indicate how a change would require change management activities and gain support from senior leaders to include it in the project plans.

Change Management Continuum				
Desired Results	**Incremental Improvements** ←			→ **Radical Change**
Magnitude of Change	Little impact on business processes, jobs, or organizational structure No impact on personal/cultural environment Example: *Making a change in the hiring process, requiring the hiring managers to take on more responsibility for screening resumes and eliminating unnecessary steps in the job posting process.*	Minor impact on business processes, jobs, or organizational structure Minor impact on organizational structure Example: *Establishing a dotted line reporting relationship for HR staff to a business or program unit versus a shared service model.*	Significant impact on business processes, jobs, or organizational structure Significant impact on personal/cultural environment Example: *Reorganizing so that HR staff no longer report to a central division but are moved to a business or program unit.*	Transformation of business processes, jobs, and organizational structure Major impact personal/cultural environment Example: *Outsourcing the recruiting function therefore eliminating jobs and need to redefine processes.*
Typical CM Activities	- Communication - Training	- Same + - Coaching - Process re-engineering - Change readiness assessment	- Same + - Leadership agreements - Resistance Management - Organizational alignment plans - Transition plans	- Same + - Full scale BPR (Business process reengineering) - ROI analysis