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# Change Enablement

转变促成的基本方法

二〇〇一年八月

## Why Are You Here?

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- ☐ Change Enablement **should** be a core competency of all BC practitioners.
- ☐ Change Enablement **should** be a part of all integrated solutions that we provide to our clients.
- ☐ Our Change Enablement philosophy allows us to customize our consulting approach to meet each client's unique organizational situation.
  
- ☐ A story ...

## Why change fails?

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- ☐ People refuse to change their behavior
- ☐ People find ways to "get around" the change
- ☐ People accept only portions of the change
- ☐ Managers operate in "fire drill" mode
- ☐ Organization remains reactive vs. proactive
- ☐ Change is resisted
- ☐ Business is disrupted to a greater degree than expected
- ☐ Resources (time, money, people) are wasted
- ☐ Market opportunities are lost
- ☐ Workforce morale declines



## What's the impact on future change?

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- ☐ People lose confidence in leadership
- ☐ Levels of change resistance increase
- ☐ Old ways of doing things become entrenched
- ☐ Future change efforts require more time and money to change behavior



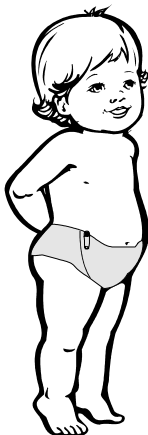
**“It is not the strongest of the species that survives, nor the most intelligent; it is the one that is most adaptable to change.”**

Charles Darwin



## The human side of change

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*“There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to manage, than to initiate a new order of things. For the initiator has the enmity of all who would profit by the preservation of the old system, and merely lukewarm defenders in those who would gain by the new one.”*

*Niccolo Machiavelli*

**“The only person who likes change is a wet baby”**



## In many instances there are alternate views....

- ☐ The change is the same for everybody
- ☐ Change is different for every individual, we may all perceive it in different ways
- ☐ Getting the technology in is the key.  
That will change behaviour
- ☐ It won't, people will adapt the new system/process to their current behaviour
- ☐ Motivate people by informing them what the future will look like (how good it will be)
- ☐ People will first want to know what they are losing, until they have clarity around this they will not focus on the future state
- ☐ We're excellent at communication
- ☐ Most organisations rate very poorly in terms of effective communication
- ☐ We're already dealing with the people issues
- ☐ Provide evidence

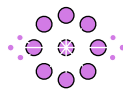


## 推动企业转变的动力因素

“知识经济”



虚拟组织



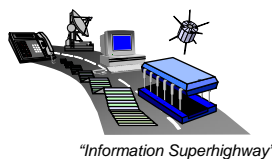
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电子商务



互联网

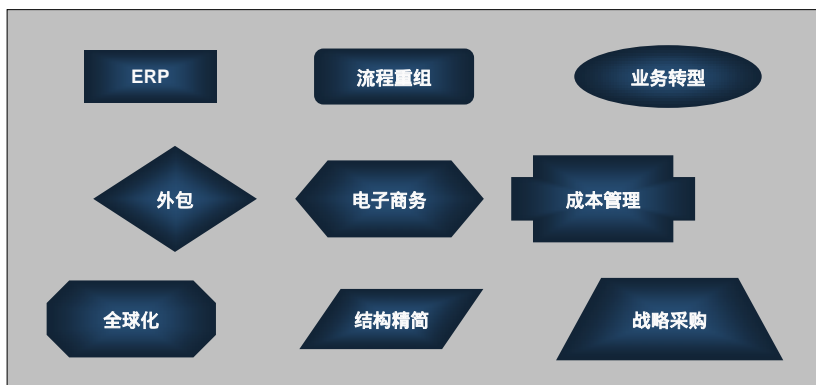


"Information Superhighway"

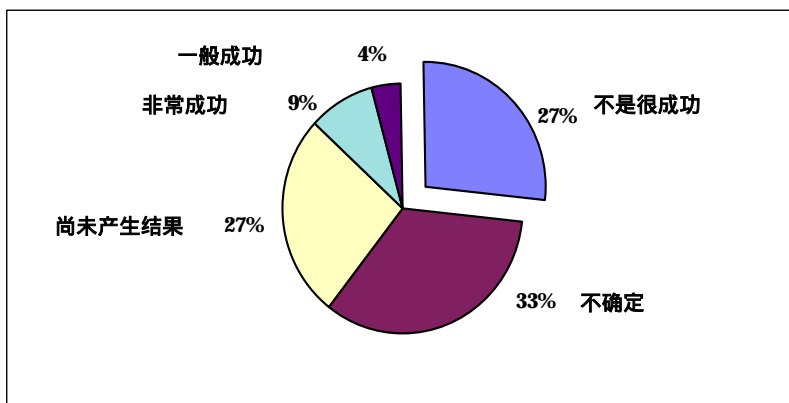
私有化



## 什么是转变



## 转变的成功率

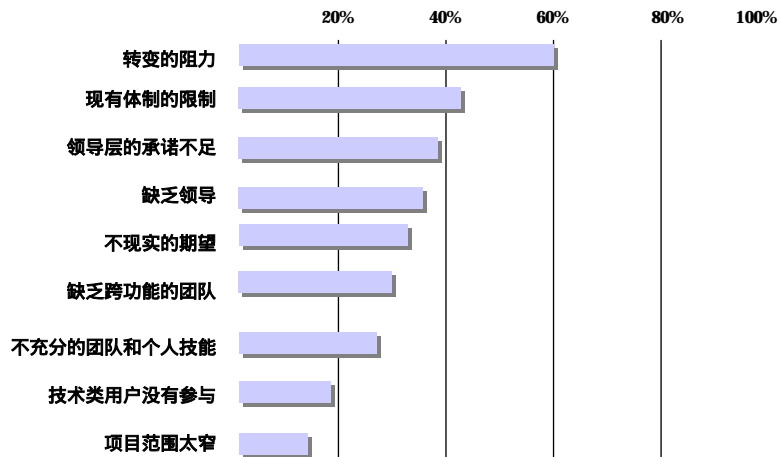


## 安达信的经验

- “除非被激励，人们是不会自动改变的，在企业变革中的最大挑战是如何激励人们停止使用他们坚信是起作用的做法而去尝试一种新的做法”
- “理转变的过程可能是顾问所面临的最大的挑战... 使得转变发生是我们的客户投入越来越多的时间和金钱与我们一起工作的原因，因此，转变是我们真正的工作重点”
- “成功... 来自于高层管理有效的沟通和全员参与，这样每个人都清楚什么事情正在发生... 我们发现对于我们正在致力于哪些问题的开诚布公的沟通是取得成功的至关重要的条件”



## 主要的阻碍因素



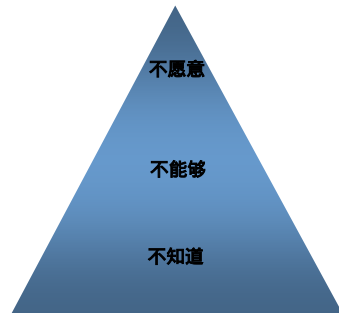
Source: Information Week, June 20, 1994



## 转变的阻力

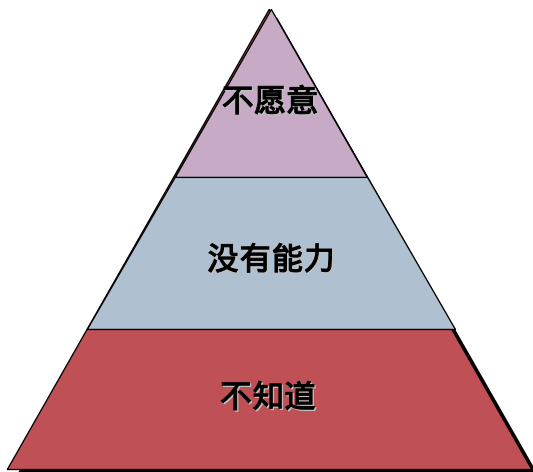
### 阻力的来源

- 不明白是什么业务问题需要通过转变来解决
- 不相信自己的工作会由此变得容易
- 不具备在新环境下工作的技能
- 担心自己的工作会被取代
- 害怕看起来很笨
- 对变化的恐惧
- 以前曾有过不成功的软件实施



## 阻力的金字塔

### 转变促成策略



- 绩效考核
- 文化统一
- 领导力
- 个人和团队能力
- 沟通
- 员工参与

## 是什么阻碍成功的转变



技术的因素



人的因素

- “The most daunting problems with technology implementation have nothing to do with technology... You can get all the technical issues right, and you will still die.”  
在实施新技术时，最麻烦的问题其实和技术本身无关，你可能正确地处理好了所有的技术问题，但是你可能还是失败。”
- “The No. 1 error in SAP installations is failure to invest adequately in change management.” “在SAP的实施，第一号错误就是没有充分关注转变管理”

Michael Hammer 麦克尔 哈默博士

Computerworld, “Secrets to SAP Success (SAP成功的秘密),” September 8, 1997.



## 影响转变促成成败的主要因素

转变的需要	清晰的愿景共识	管理层的支持和行动	员工参与	相应的组织架构和流程	绩效评估	持久的转变
⊗	✓	✓	✓	✓	✓	= 没有行动
✓	⊗	✓	✓	✓	✓	= 没有方向
✓	✓	⊗	✓	✓	✓	= 没有带头人
✓	✓	✓	⊗	✓	✓	= 没有归属感
✓	✓	✓	✓	⊗	✓	= 没有系统的解决方案
✓	✓	✓	✓	✓	⊗	= 没有结果
✓	✓	✓	✓	✓	✓	= 持久的转变



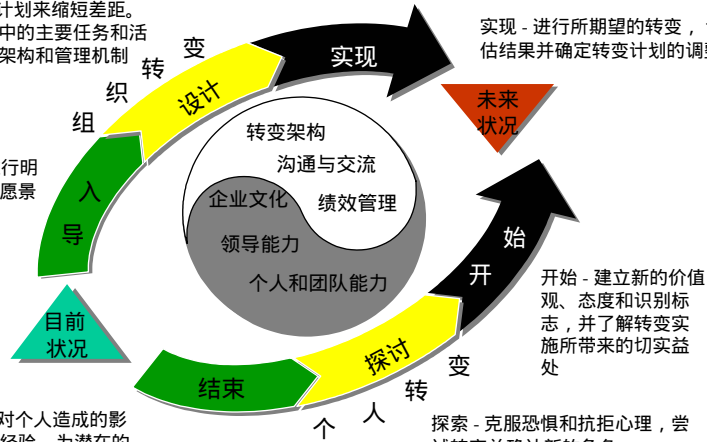


## 转变促成框架

设计 - 制定转变计划来缩短差距。  
确定在转变过程中的主要任务和活动。决定所需的架构和管理机制

导入 - 设计和推行明确的、符合企业愿景的成果

结束 - 理解转变对个人造成的影响，总结过去的经验，为潜在的损失作好准备



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## 8 Best Practices for Change

1. **Determine organizational readiness & business case for change**
2. **Articulate a compelling vision for change**
3. **Design a tailored change architecture**
4. **Deploy a two-way, multi-audience communication strategy**
5. **Build leadership capacity & stakeholder commitment**
6. **Align organizational design & performance management systems**
7. **Build individual & team capacity to change**
8. **Align culture and change process**

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## **Determine Organizational Readiness & the Business Case for Change**

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- **Articulate the need for change**
- **Establish a business case for change**
- **Identify groups impacted by the change**
- **Assess change readiness**
- **Evaluate history of change**
- **Identify key stakeholders**
- **Assess situational factors impacting the magnitude and readiness for change**



## **Articulate a Compelling Vision for Change**

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- **Determine visioning process**
- **Articulate vision of future state**
- **Articulate business and organizational implications of the future state**
- **Articulate personal implications of the future state**
- **Align change effort with strategic goals and objectives**
- **Link change process to business and performance goals**



## Design a Tailored Change Architecture

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### *Change Strategy*

- If the organization has other change efforts underway, define overarching change architecture to integrate all initiatives
- Develop strategy to cascade change process throughout the organization
- Develop risk management strategy
- Develop transition strategy

### *Change Structure*

- Establish change team structure, roles & responsibilities
- Define learning/training strategy for change team
- Integrate change enablement activities into overall workplan
- Determine KPI's to measure success of the change effort



## Deploy a Two-Way, Multi-Audience Communication Strategy

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- Segment and assess impacted change audiences
- Conduct communication audit
- Develop overall communication strategy for each phase of the change process
- Design detailed components of communication plan for each phase of the change process (e.g. objectives, messages, sender, medium, frequency, and feedback mechanisms)
- Assess effectiveness of communication strategy on a regular basis
- Conduct recognition programs and events to celebrate success stories



## **Build Leadership Capacity & Stakeholder Commitment**

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- **Identify key stakeholder groups and assess their commitment to the change process**
- **Develop strategy to muster political sponsorship and make leadership commitment visible throughout change process**
- **Educate leadership on “human side” of change**
- **Determine leadership roles and behaviors required to support the change process**
- **Assess leadership team competencies**
- **Develop customized training curriculum for leadership team**
- **Provide individual coaching and feedback to leadership team members, as needed**



## **Align Organizational Design & Performance Management Systems**

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- **Determine impact of change on:**
  - **Organizational structure**
  - **Work processes**
  - **Individual job requirements**
- **Align/Revise job requirements**
- **Align/Revise competency profiles**
- **Develop workforce transition strategies**
- **Align/Revise performance goals and measures**
- **Align/Revise rewards and recognition system**
- **Align/Revise performance management /appraisal process**



## **Build Individual & Team Capacity to Change**

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- **Educate employees on “human side” of change**
- **Assess potential sources of resistance to change**
- **Develop coaching and feedback strategies to overcome areas of resistance to change and facilitate individual transitions**
- **Determine new skills and competencies required to implement the change process**
- **Conduct training needs assessment**
- **Design skill acquisition strategy**
- **Design training events and materials**
- **Conduct individual/team training sessions and activities**



## **Align Culture and Change Process**

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- **Conduct cultural audit to identify organizational values**
- **Identify behaviors and values required to successfully implement the change process**
- **Review fit between required values and current organizational culture**
- **If necessary, define new organizational values and behaviors**
- **Design ongoing events to reinforce and sustain the desired behavioral changes**



## 转变的原则

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- 1、建立转变的能力是战略性发展的需要
- 2、建立转变的能力是一个渐进的过程
- 3、转变的过程必须与业务目标和考核目标结合起来
- 4、有效的转变过程需要对组织架构进行系统性的审视
- 5、转变的过程只能“促成”，而不能“管理”



## 转变的原则

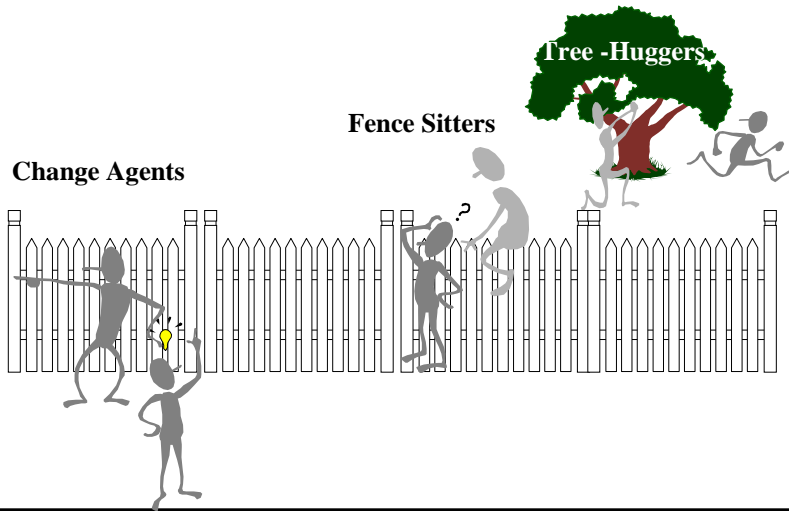
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- 6、转变的过程同时包含了组织的转变和个人的转变
- 7、行为的转变是对预期的需求满足程度的反映，情绪因素大于智力因素
- 8、对转变的抵制是不奇怪的，它取决于当事人对转变结果的预测
- 9、为数不多的转变促成最佳实践决定了大多数转变的成败
- 10、转变的策略是需要因地制宜的

■ 保护改革者！



## The Need for Change: The 20-60-20 Rule

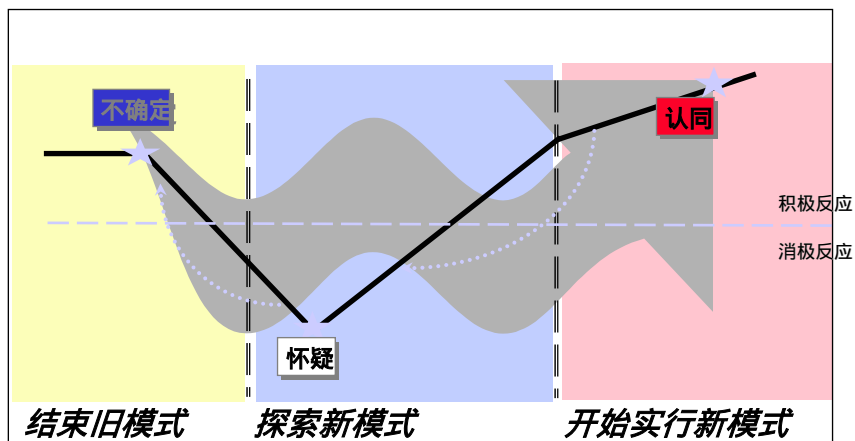


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## 员工的转变 - 概论



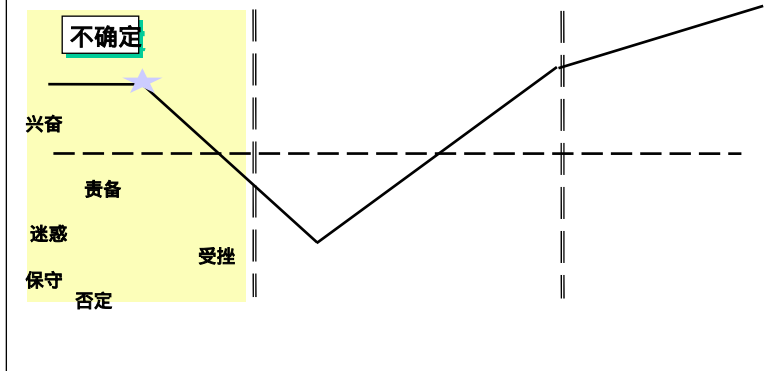
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## 员工的转变 - 结束旧模式

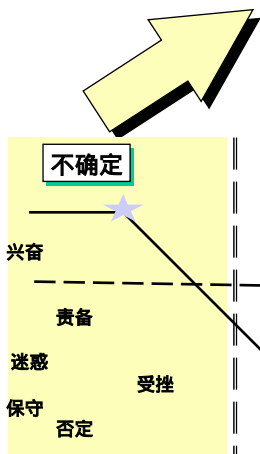
### □ 员工通常的心理反应



## 员工的转变 - 结束旧模式

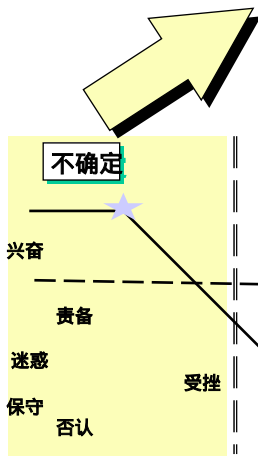
### □ 员工通常的行为反应

- 缺勤率提高
- 公开或私下回避变革
- 降低对集体活动的参与感
- 公开或私下的抱怨
- 行业诉讼，怠工或进攻性行为
- 生产出现波动
- 生活习惯受到影响
- 员工的质疑增加
- 更迫切了解各类消息和信息





## 员工的转变 - 结束旧模式

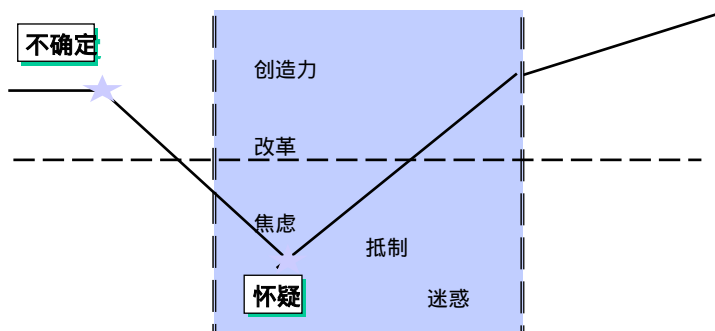


### 主要对策

- 将信息通知员工
- 解释期望目标
- 以尊重的态度对待过去
- 能够预期并接受员工心理变化
- 公开地承认并理解员工心理
- 不要试图说服员工不产生情绪
- 沟通再沟通
- 使员工感受到领导层的支持
- 使员工感受到人力资源部门的支持
- 提供实际帮助脱离困惑

## 员工的转变 - 探索新模式

### □ 员工常见的心理反应



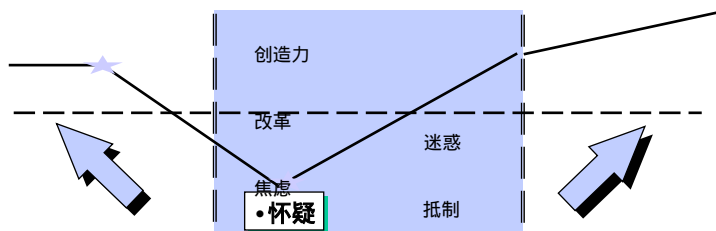
## 员工的转变 -探索新模式

### •消极行为

- 员工可能不清楚未来的方向
- 缺勤率、迟到率,出错率提高
- 多种形式的抵制行为
- 事情的轻重缓急被混淆
- 信息被错误地理解/交流; 谣言增加

### •积极行为

- 意见与建议增加
- 对机会与可能性的认同感增加
- 更愿意尝试新事务(如技术、角色,责任)
- 学习新技能



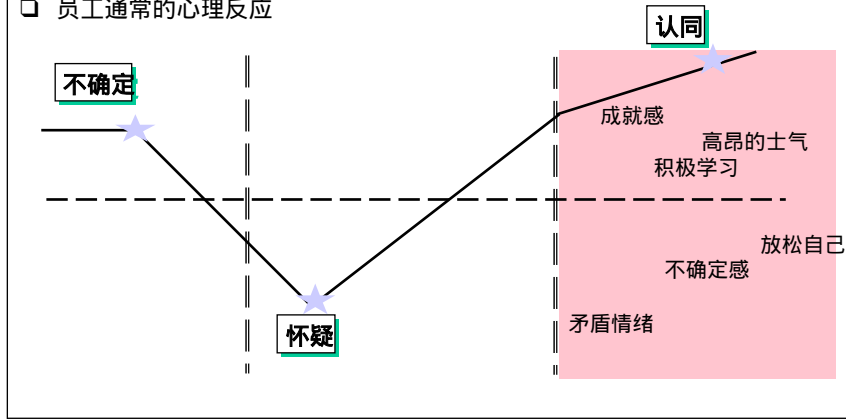
## 员工的转变 -探索新模式

### 主要对策

- 提供指导和方向,领导的支持随处可见
- 建立过渡性的组织机构
- 制定与工作变化相应的行为计划
- 鼓励员工参与变革过程的每一阶段
- 经常性地了解员工关心的问题与期望,给予积极的反馈
- 通力合作,建立工作小组之间的桥梁
- 对于暂时持抵制态度的员工,允许其回避
- 向人力资源部寻求建议或帮助

## 员工的转变 - 开始实施新模式

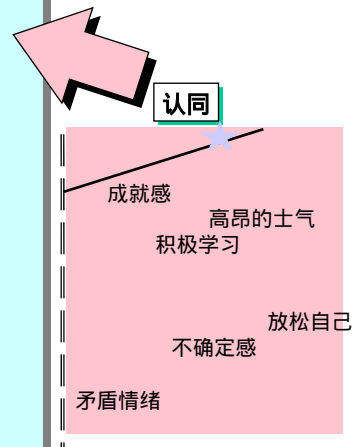
### □ 员工通常的心理反应



## 员工的转变 - 开始实施新模式

### □ 员工通常的积极行为反应

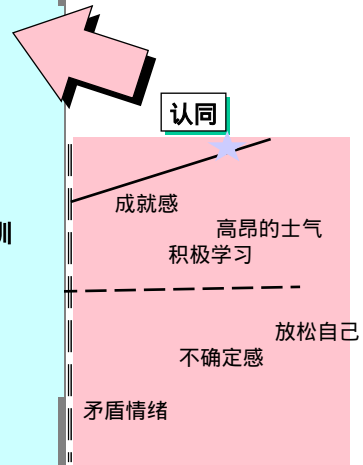
- 团队工作与合作增加
- 员工集中精力，效率提高
- 投入与创造性建议增加
- 学习增加，技能提高
- 对变革持积极态度甚至感到兴奋



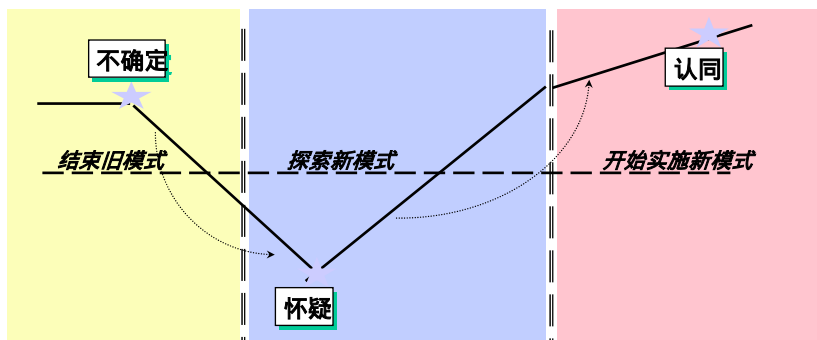
## 员工的转变 - 开始实施新模式

### • 主要对策

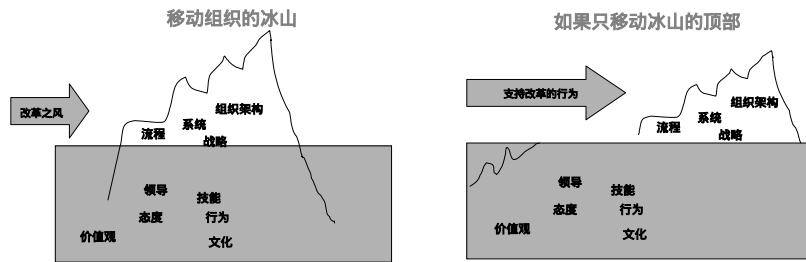
- 鼓励高级管理者与员工交流宗旨/战略
- 同员工一起制定他们的工作目标
- 设计快速成功的机会(Quick Win)
- 对个人或小组进行新的价值观，技能与行为的培训
- 实施转变时，公开通知个人与团体
- 指导转变过程并进一步激发员工对变革的热情
- 如必要，可以要求援助/或向人力资源部求助



## 员工的转变 - 总结



## 员工的转变 - 总结



### 我们发现:

如果只移动冰山的顶部，人的因素被忽略了

- 按照我们的经验，在许多组织中成功转变的最大的障碍是没有正确地估价人的因素
- 实际上，70% 的企业认为导致本企业转变失败的主要原因是人的因素



## Top 10 Realities About Change Enablement

**10. Change is changing!**

**9. Most of our clients are not very good at dealing with change.**

**8. Historically, our change efforts, and those of our clients have ignored the "human" side of change.**

**7. Capacity to change is becoming a strategic imperative for our clients.**

**6. An organization's capacity to change evolves over time.**



## Top 10 Realities About Change Enablement

5. Focusing on the 8 Best Practices will help enable change at your clients.
4. The best time to get Change Enablement involvement on your engagement is during the proposal development process.
3. Change Enablement is a professed core competency of Arthur Andersen Business Consulting.
2. The Change Enablement team is a diverse group combining consulting, industry, service line and academic expertise.
1. Firm developers of CE actually have no political affiliations whatsoever (that they make public anyway).



企业咨询



案例介绍

## 转变促成小组的价值

借鉴国际和国内转变促成的经验，  
通过一系列的调查和分析活动，  
协助企业的各个业务部门了解SAP实施的阻力和推动力，  
并提供具体的建议以推动SAP系统的成功应用；  
同时，也为企业的其它转变过程提供方法和经验。



## I 简介 - 实现持久转变的公式

转变的需要	清晰的愿景共识	管理层的支持和行动	员工参与	相应的组织架构和 workflows	绩效评估	= 持久的转变
⊗	✓	✓	✓	✓	✓	= 没有行动
✓	⊗	✓	✓	✓	✓	= 没有方向
✓	✓	⊗	✓	✓	✓	= 没有带头人
✓	✓	✓	⊗	✓	✓	= 没有归属感
✓	✓	✓	✓	⊗	✓	= 没有系统的解决方案
✓	✓	✓	✓	✓	⊗	= 没有结果
✓	✓	✓	✓	✓	✓	= 持久的转变



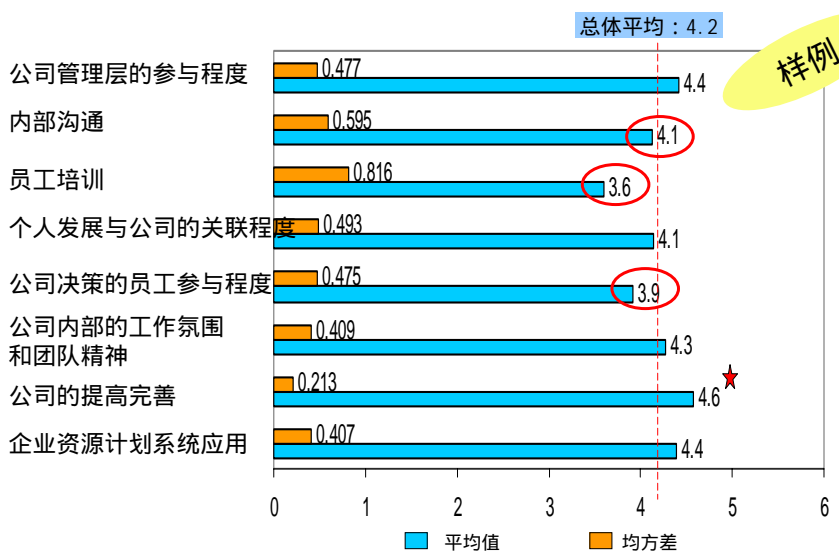
## II 抽样调查概况

我们在调查中将六十九个问题分成以下八大类:

- 1) 公司管理层的参与程度
- 2) 内部沟通
- 3) 员工培训
- 4) 个人发展与公司的关联程度
- 5) 公司决策的员工参与程度
- 6) 公司内部的工作氛围和团队精神
- 7) 公司的提高完善
- 8) 企业资源计划系统应用

样例

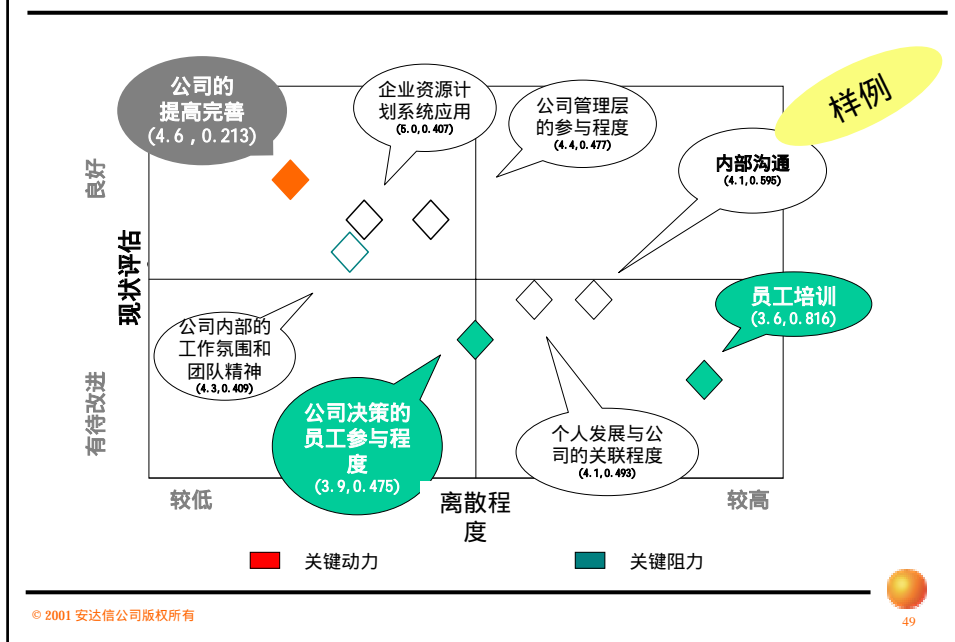
## III 调查发现 - 总体分析



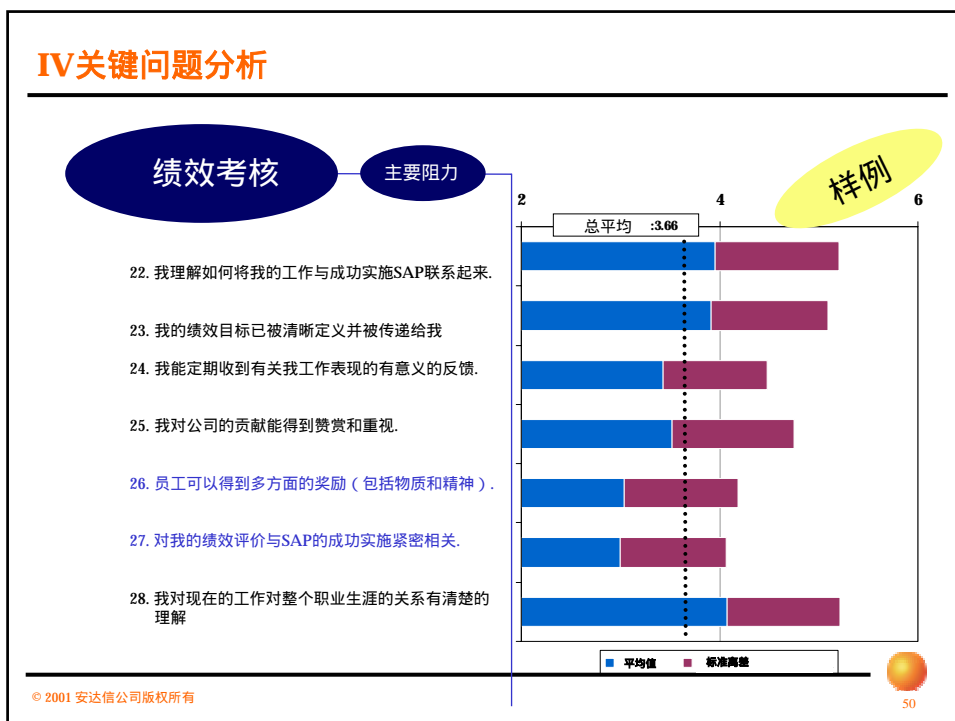
样例



### III 调查发现 - 关键动力与关键阻力



### IV 关键问题分析



## IV关键问题分析

### 绩效考核

#### 最佳实践

组织架构设计和绩效评价系统 - 聘用、培训、评价和奖励 - 要能够支持业务愿景的达成



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#### 主要阻力

#### 动力和阻力

样例

#### 推动力

- 与SAP项目相关的绩效评价指标被应用于董事会成员和某些员工的年度评估

#### 阻力：

- 缺少能够用于评估过程的明确的绩效评估指标
- 某些项目组成员感到激励的手段不利于对日常工作的激励

“如果公司承诺在项目成功时奖励一万元人民币，我仍然感到奖励不够恰当，因为我们需  
要被重视的感觉”

- 未来SAP系统的成功实施的风险在于关键功能组的人员的流动



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## IV关键问题分析

### 绩效考核

#### 最佳实践

组织架构设计和绩效评价系统 - 聘用、培训、评价和奖励 - 要能够支持业务愿景的达成



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#### 主要阻力

#### 动力和阻力

样例

#### 阻力

- 超过一半的员工在问卷中认为他们没有定期得到有关其工作表现的有意义的反馈
- 员工普遍不认同他们的工作是有意義和有价值的。
- 在问卷调查中，大多数员工不认为其奖励与SAP系统的成功实施相关
- 我们需要清晰地定义项目中的角色、责任和对绩效的期望



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## IV 关键问题分析

### 绩效考核

#### 最佳实践

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#### 主要阻力

#### 动力和阻力

样例

#### 不解决绩效考核问题的风险

- ▲ SAP项目的收益不能兑现
- ▲ 员工不会按新的业务流程的要求进行业务操作
- ▲ 由于缺少整个组织的责任考核效果大打折扣
- ▲ 员工不接受和实践绩效评价的观念
- ▲ 员工不知道如何做才会对公司做出贡献

● 很强    ● 强    ● 一般    ● 弱    ○ 很弱

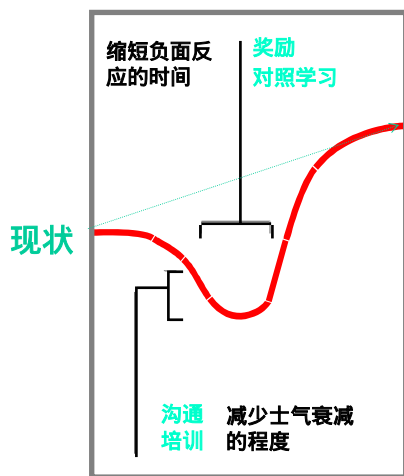
## V V 改进建议 - 建议关注领域

根据我们所收集的信息，以及对现存问题的分析，我们建议以下一些需要关注

样例

- ☐ 优化组织架构与业务流程
- ☐ 建立全面、科学的绩效管理系统
- ☐ 强化沟通渠道，鼓励员工参与决策
- ☐ 加强各类相关培训工作

## 总结



### 目标

- ‘不经历风雨，怎能见彩虹’
- 从来没有一帆风顺的改革
- 跨越改革的鸿沟
  - 缩短镇痛的时间 - 宽度
  - 减轻镇痛的强度 - 深度

员工反应曲线

## Q & A



<http://bc.intranet.andersen.com/changeenablement/content/authored/home.>