CHANGE INTIATIVE

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Three Objectives of the Change Initiative
- **Identification of the needed change**
- **Proper implementation**
- **Consolidation of proof**

Kotter Eight-Stage Change Process

1. Create a sense of urgency.
2. Build a guiding coalition.
3. Form a strategic vision & initiatives.
4. Communicate the vision.

CREATE
a sense of urgency

INSTITUTE
change

BUILD
a guiding coalition

SUSTAIN
acceleration

the big
opportunity

FORM
a strategic vision
and initiatives

GENERATE
short-term wins

ENABLE
action by
removing barriers

ENLIST
a volunteer army

Kotter Eight-Stage Change Process

5. Enable action by removing barriers.

6. Generate short-term wins.

7. Sustain acceleration.

8. Institute change.

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The Outlined Organization Change Initiative

- TriZetto a Health Care Software Division of Cognizant, Inc

- Median workforce age: mid-40 to mid-50 years of age

- These are SMEs of the different TriZetto applications

- Replacing them is a conundrum

Outlining the Initiative using High-Level Tasks Needed for the Initiative

Stage 1. Establish a sense of urgency.

- The problem of replacing SMEs

- Sense complacency

- An aging workforce is a threat

- How to make the leadership see

Outlining the Initiative using High-Level Tasks Needed for the Initiative (Continued)

Stage 2. Creating the guiding coalition.

- Committees will need to be formed

- Leadership must be involved

- Training committee established

- Focus on the proper turnover of the skills

Outlining the Initiative using High-Level Tasks Needed for the Initiative (Continued)

Stage 3. Develop a vision and strategy.

- They are taking skills and knowledge with them

- Knowledge and skills will transferred prior leaving

- Strategy: launch a series of programs
    i. Mentoring
    ii. Development of oversight
    iii. Introduction of company online forums
    iv. Pre-retirement program

Outlining the Initiative using High-Level Tasks Needed for the Initiative (Continued)

Step 4. Communicating the vision.

- Changing requires a lot of communicating

- Vision is not complete without proper communication

- Under communication can become a culprit

- Less communication means less understanding

Outlining the Initiative using High-Level Tasks Needed for the Initiative (Continued)

Step 5. Remove obstacles to change.

- Without, broad-base change is empowered

- Need to change the work environment structure

- Encouraging inventive and bright ideas

- Cooperation by human resources and business units' heads

Outlining the Initiative using High-Level Tasks Needed for the Initiative (Continued)

Step 6. Generate short-term wins.

- directly related to the effort

- Specific to the change initiative

- Use surveys and interviews to validate

- Clients and stakeholders provide valuable inputs

Outlining the Initiative using High-Level Tasks Needed for the Initiative (Continued)

Step 7. Sustain the acceleration.

- Short-term wins lead to acceleration

- Constant retrospection ensures evolution of initiatives:
  - i.   What worked?
  - ii. What did not work?
  - iii. And what could be done better?

Outlining the Initiative using High-Level Tasks Needed for the Initiative (Continued)

Step 8. Cement the change initiatives.

- The process will mature

- integration into the work environment

- Familiarity of the process into the daily tasks employees

- Progress be monitored

- Noncompliance should be addressed

Conclusion

- A model structure of affecting change is good

- Proper research is important

- Organizational change has become an expected constant

- Change should not be avoided

- It must be faced to ensure competitiveness
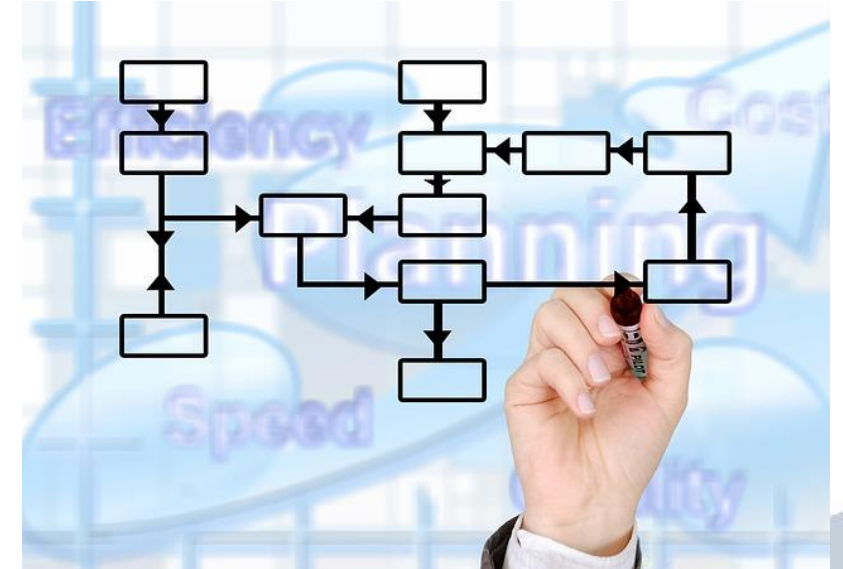
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