

# **New Opportunities for OD Consultants and A Roadmap for**

## **Change:**

### **The C.H.A.N.G.E. Process Model**

**By Claudy Jules<sup>1</sup>**

Business leaders now recognize the need for serious attention to the process of change. Organizations can no longer afford insufficient change management practices that result in severe bottom-line consequences. To avoid these outcomes, many organizations are adopting change management as a way to act. Organization Development (OD) consultants are now filling the order through change management. This shift, however, presents an opportunity and a challenge to the OD community. While organizations are seeing the value in hiring consultants that can facilitate planned change, the OD community must increase its sensitivity to the alignment of change management and business imperatives to take advantage of this opportunity.

Traditionally, organizations confronted with change have not turned to OD consultants. Instead, they have sought guidance from financial, legal, and engineering techsperts (Freedman, 1997; Freedman & Zackrison, 2001). The OD consultant's challenge is to gain credibility in the eyes of technical-experts (techsperts) right from the inception of a major techspert-driven organizational change project. I realize that there are no cut-and-dried methods for facilitating change management. That, however, has not led me to disregard and express my own point-of-

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view. I present a change process model, which offers six unique steps the OD consultant can follow for facilitating change management. If you're interested in understanding further, I invite you to follow along down my road for change.

Unlike stand-alone improvement efforts that have been thought to be winning formulas, such as Business Process Re-engineering and Total Quality Management, OD-based change management requires a series of activities that are coherent, feasible, and aligned with an organization's mission, stakeholders' interests, employees' motivation, and the environment with which it interacts. Ackerman-Anderson & Anderson (2001) note that a change process model must demonstrate action, movement, and flow. Accordingly, the C.H.A.N.G.E. process model, an acronym that stands for Create, Harvest, Analyze, Negotiate, Garner, and Evaluate, consists of a sequence of activities for facilitating the change management process across an organization. As I shall describe below, the sequence of activities are:

***First – Create a culture of open inquiry***

***Second – Harvest and retain good talent***

***Third – Analyze key business drivers***

***Fourth – Negotiate what business practices are held on to and that which are eliminated***

***Fifth – Garner full and enthusiastic support of all individuals involved and affected by change***

***Sixth – Evaluate the organization's level of success in achieving or realizing its future state***

### **The C.H.A.N.G.E. Process Model**

***First – Create a culture of open inquiry***

1. Raise and document pragmatic issues, risks, and potential barriers that need to be addressed for change; 2. Facilitate knowledge sharing so that what is learned can be used to

exploit the need for change; and 3. Provide leadership a clear idea of its options and provide a realistic view of the potential benefits of a carefully crafted change management process.

***Second – Harvest and retain good talent***

The OD-oriented change management consultant chooses a strategy to identify ways for mobilizing and building on the strengths and motivation of organizational members to help direct change. This premise will facilitate a change management process that creates champions of change within the organization.

***Third – Analyze key business drivers***

The purpose of this prong is to ensure that there are natural synergies between the vision, mission, and goals of objectives of the organization and its external environment to enable leaders to make informed decisions about change. Beckhard and Pritchard (1992) note that in order for change to move an organization into the future, attention must be given to outside forces that require business decisions for change.

***Fourth – Negotiate what business practices are held on to and that which are eliminated***

To conduct a successful change management process, the OD-oriented change management consultant must evaluate the possible current business practices from a systemic view. The purpose of building a systemic view is to truly understand how work is being accomplished, what are best practices for completing work, how they might be streamlined, consolidated, and/or enhanced, and what business practices need to remain.

***Fifth – Garner full and enthusiastic support of all individuals involved and affected by change***

The use of persuasion and consensus for building alliances and coalitions for mobilizing extensive cooperation across diverse organizational levels and between involved parties is the

basis for this prong. In this capacity, the OD-oriented change management consultant must understand the organization's politics, history, culture, and business strategy and goals.

***Sixth – Evaluate the organization's level of success in achieving or realizing its future state***

Effective change management also involves measurement – the measurement of the progress achieved and the desired results of the change effort to gauge the effectiveness, including the actual change management process, both during and after, and other related activities as a whole. Measurement should reflect the perspectives of organizational members and all relevant parties, since they ultimately are the ones responsible for its acceptance, or will have to live with the consequences of the change effort in the future state.

### **Concluding Remarks**

It is indeed a changing world and with that, the field of OD as I see it. As the field of OD grows and the field of change management unfolds, I believe the C.H.A.N.G.E. process model can assist OD-oriented change management consultants in facilitating sustained commitment for change on the part of leaders. The C.H.A.N.G.E. process model can guide the transition of leaders and organizational members from basic awareness of change and its objectives in its current state, to a future state in which each individual is prepared for anticipating the accompanying organizational changes.

### **Author Note**

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