

## POWER SOURCES AND STAKEHOLDERS

In considering who to engage in a change process, think about both “power sources” and “stakeholders.” *Power sources* are the key influencers in your organization, the people who control the resources needed to make change work. They can provide money and materials, education and expertise, and political support. Engage them first if you want to be successful.

*Stakeholders* are those who stand to gain or lose if the change occurs. Internally, these are typically managers and employees in the affected areas. Externally, they may be customers, consumer groups, advocacy groups, partners, and other suppliers. Effective managers of change identify the likely losers early in the process and engage them in the process.

If this doesn't work, then they try to neutralize their effectiveness. Finding other influential champions who can control or mute their voices can be of great assistance. When stakeholders are organized and carry a lot of clout, such as unions, engaging them early on and making them part of the process is vital to success.

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**KEY STEPS OF PROCESS IMPROVEMENT**

<b>STEP</b>	<b>KEY PRACTICES</b>
1. Examine your processes in light of your core values, purpose, and vision.	Don't start until you have a good strategic focus in place.
2. Define the result you want and the rationales for change.	Be sure to communicate these things publically to all affected. This begins the alignment.
3. Make sure there's a clear champion or group of champions.	Champions are always needed to break down resistance to change.
4. Define the sequence of deliverables: where you expect to be and when.	Don't begin the journey until you know where you're going.
5. Make sure the resources are adequate to do the job well.	Don't discount the value of expert consultants. They'll help you get there faster and with less pain.
6. Appoint a planning group to do the work and own the work.	Let those who own the work decide whether to refine, reengineer, or eliminate the process in consultation with the champions.
7. Let measurable criteria drive the success of the new process.	You are what you measure. Tie the process to measures of customer satisfaction, cost, revenue, and/or profit.
8. Communicate your progress along the way.	Make sure you continue to align the organization by telling people what's happening and what's going to change.

LRI's expert consultants can guide you through practices and processes that will result in effective process improvement. Please call us for a free consultation at 800-598-7662 or email [info@leadingresources.com](mailto:info@leadingresources.com).