Robert Half Canada

Companies Experience Challenges in Change-Management Aftermath

Working through strategic company transitions can get tricky for businesses.

Toronto, ON – No plan is foolproof, especially when it comes to implementing a new business endeavour, but where exactly do change-management plans most often go awry for businesses? According to senior managers in a Robert Half Management Resources survey, the post-implementation stage is the culprit, followed closely by challenges in the execution phase.

When it comes to the choosing the best tactic to work through issues with change-management, research shows it depends on the size of the company. Sixty per cent of managers at small companies (those with 20-49 employees and 50-99 employees), said communicating clearly and effectively is the most important aspect of leading a team through a transition, while 60 per cent of those at large companies (1000 or more employees) cited managing expectations.

Senior managers were asked, '**In general, at which point in the following stages do organizations' change-management efforts most commonly fail?**" Their responses*:

Post-Implementation	39%
Execution	33%
Strategy Development	13%
Pre-Implementation	12%
Other/don't know	3%
	101%

*Responses do not total 100 per cent due to rounding.

Respondents also were asked, '**In your opinion, which of the following do you think is most important when leading your company or team through a major change?**" Their responses*:

Communicating clearly	28%
Delegating effectively	26%
Outlining Goals	25%
Managing expectations	22%
	101%

*Responses do not total 100 per cent due to rounding.

"Change is an inevitable and important aspect of successful corporate leadership, regardless of the scale at which it occurs," said David King, Canadian president of Robert Half Management Resources. "Whether through implementing new technologies, shifting departments, or re-allocating budgets for efficiency, business changes often pave the way for fresh growth opportunities."

King added, "Business transitions are only as effective as the teams that implement them, which is why it is essential that leaders recognize how stressful change can be for employees. Offering clearly defined objectives, expectations and progress updates that extend beyond the initial execution, demonstrates a commitment to employee success, and provides the framework for a positive, dynamic and successful workplace."

Robert Half Management Resources also highlighted change management do's and don'ts:

Do	**Don't**
Communicate early	Leave employees out of the loop and let rumours spread
Consider the volume of communication	Share limited information or, conversely, overwhelm people with irrelevant details
Manage expectations	Sugarcoat issues or set unrealistic goals and timelines

Bring in project professionals for specific expertise and to reduce the burden on staff	Overload staff, expecting them to help with the transition in addition to maintaining peak performance with their core responsibilities
Communicate the benefits for your team	Forget the success of your business -- and every initiative supporting it -- is dependent on your employees
Recognize the implementation is only the start; the new process is the beginning of your company's future and requires ongoing communication and training for employees	Stop communicating after the change is implemented
Celebrate success and reward those involved	Fail to acknowledge staff contributions

About the Survey

The survey was developed by Robert Half Management Resources and conducted by an independent research firm. It is based on telephone interviews with more than 300 senior managers at companies in Canada.

About Robert Half Management Resources
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