

Happy Change! Design

Happy Change!, as we call now a more organized and people-centered organization change management, requires careful preparation, planning and interaction among parties. Professional, business, methodologic change happens through and by people. With the CELP-M model it is possible to design the change in structured and organized manner.

The CELP-M model is suitable for the following purposes:

Planning and controlling a given change: With the help of CELP-M, a specific change can be kept in balance in terms of professional, business content, and collaboration among people.

Organizational development to sustain change capability: CELP-M is suitable for assessing and fine-tuning the organization's change capability, as well as designing, controlling, and managing organizational development steps.

Forecasting the organizational impact of environmental changes: CELP-M can also be used to project the impact of a new professional, business, market, social, etc. phenomenon or change on the organization.



1st. *Figure: The CELP-M model*

1. CELP-M DECODING

“C” that is code one, refers to culture, that is the essence of every organization, meaning the ways of thinking, handling things and behaving during performing tasks.

“E” code two, means the external and internal environment of the organization and its activities, and the operational mode the organization follows for reaching goals and results.

“L” code three, is leadership, visioning, thinking ahead, influencing, directing, supporting others and providing the resources for the changes.

“P” code four, meaning people who compose the organization, they should be at least two, but can be much more in numbers. All of them possess their competences, skills, knowledge, characteristics, behavior, education, affections and beliefs.

“M” code five, refer to the methodology to be used while working on the four code areas. The C, E, L, P elements can be used in close interdependence, and the four methods, ie. project management, competence development, communication and change role model are capable of serving as a safe hand to manage changes indifferent of their complexity and origin.

2. THE CELP-M AND HAPPY CHANGE! DASHBOARDS

The first dashboard is a possible starting point to manage the change.

Code-by-code the dashboard contains aspects that are relevant and to be carefully controlled during change processes. Nevertheless, it is impossible to achieve perfection on each of the elements at the same time. Or, if it very rarely might happen, changes take care of losing our balance again. The main task here is to prioritize on the importance of each elements in a particular change process or a wider organizational development.

Codes are further detailed in later chapters in the book. In each of them the so-called **happy change! factors** are highlighted. At the Var. 2 part, there is another dashboard that shows how the happy organization state can be influenced by various intervention tools. The symptoms in the table divided by the dimensions of partly the CELP codes and, on the other hand, the intervention tools can be seen in each of the segments of the matching points of the above two dimensions.

[Jump to the Happy Change! dashboard](#)

In the CELP-M dashboard, you find typical organizational **clichés** for each CELP-M code. These are the ones that organizations generally boast about themselves, and their truthfulness is often quite questionable. Alternatively, they may carry some truth, but we don't really know what to do with that. In addition, they neutralize and simplify the message, meaning our own thoughts and opinions remain hidden (although often absent, and we disguise this with clichés).

We encourage you to **De-cliché them!**, ie. try to look behind the clichés, make them alive, thoughtful, and see if they withstand reality testing. In the beginning of the chapters detailing the codes, you will see this prompt regarding the cliché related to the code.

3. ORIGINS AND SUCCESS FACTORS OF CHANGE

Origins and causes of changes can be interpreted as positive (a kind of business or professional opportunity) or negative (usually a non-sustainable situation). As it is seen in Figure 3, after assessing the initial environmental situation, systematically work with the CELP-M codes, the main tasks can be composed and the priorities highlighted.

Reasons or interpretation of change can be manifold, as well as the interpretation of them.

A new business opportunity can be obviously favorable for the owners or the management, while for a terminated or diminishing unit or functional line not good at all. Provided that the utilization of the opportunity requires too much energy or time, involved parties might concentrate on this drawback and do not fully cheer the promised nicer future.

Deviation from the usual is hard, that is why members of the organization might resist to the change even if their present (business, financial, organizational, technical) situation is not so good or, explicitly bad. Success of the organizational change depends on cooperation and connections of people. If they can relate, their interest, creativity, activity can arise; they might change and develop too. It is substantially important, therefore, to plan for their involvement, their understanding of and align them to the change.

Causes for a change can arise as symptoms of dysfunctions of any element of the operation. As in the private life when we visit the family practitioner, the patient, now a representative of an organization, comes to the fictitious *Change Clinic* reporting about symptoms felt or observed. As the physician asks about the senses and feelings, he might characterize those and assign one of the change codes that seems fit as a possible cure.

Speaking about symptoms of organization malfunctions that can indicate probable health issues, take for example the perceived cooperation problem of particular colleagues. The doctor can conclude that there's the disfunction of C, the culture of cooperation. Similarly, there can be an observation of some of the units not representing in their behavior a specific and declared organizational value. That can indicate another type of cultural problem (or "health decrease").

Then it can happen that we perceive a leadership issue, we conclude that we'd better concentrate on code L as a source for change, maybe because the leadership doesn't seem to be sound enough. Looking to possible dysfunctions the Change Doctor can ask if the informal leaders have been active enough, have they put enough viable effort. Or the formal leaders don't exercise enough direction, awareness, sense of urgency. So, the leadership can be diagnosed as not probably enough for the implementation of the change plan, reaching results, or meeting the increased expectations.

[Case 3](#) shows an example on L code as a change source: a sense of urgency might be stirred up by a leader, because of a perceived need for a new service. The case shows how the Happy Change! Design can be followed through in this situation.

Of course, the need for change can come from the people, represented by code P; eg. the performance of particular colleagues drops, or there is an increased workforce fluctuation in the organization.

[Case 6](#) shows how the Happy Change! Design might look in a change stemming from the P code (here the underlying symptom is the fluctuation). [Case 8](#) shows a change also initiated after symptoms in the P code, here from the hardships of innovation and problem solving activities.

Whatever code indicates pain of the organization, the first important step is the definition of the underlying problem, so it is essential to have organizational sensors and signing system when feeling unrest where to start looking for the real issues. And this leads to code E, the

internal operation, ie. whether there's enough personal, material and methodological prerequisites of monitoring, information gathering and problem definition.

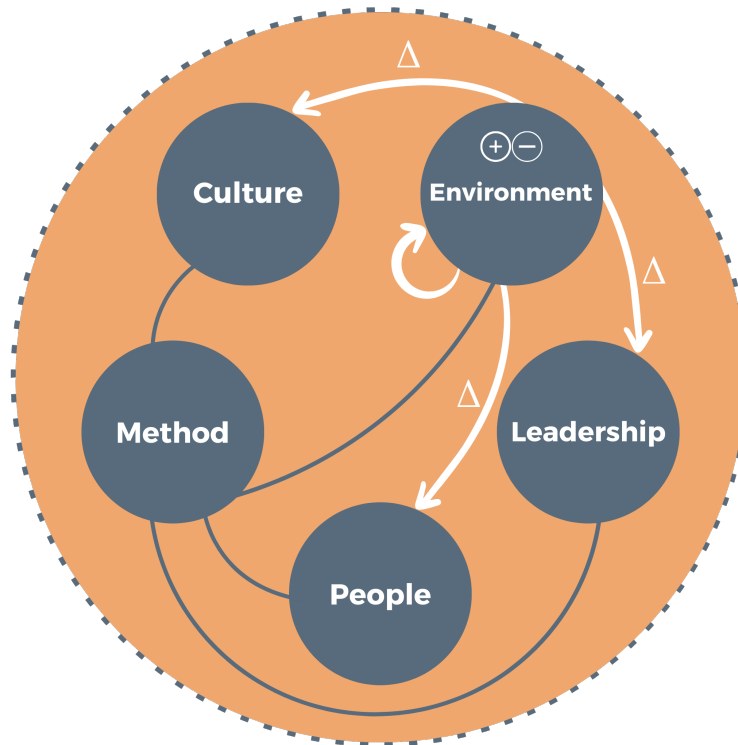
Coding the real reasons for change is a little more difficult, since often times we can only localize the symptom, ie. what code shows probable deviations or dysfunctions.

2nd. Table: Change symptoms and causes

C: culture	E: environment
<p>Insufficient representation of values: not teaching what we're preaching. Bottlenecks in cooperation: nobody volunteers for tasks, people don't support each other. Lack of respect: mutual indifference or talking down. Behavior or appearance: deviation from written or unwritten codes in terms of expression, clothing or behavior.</p>	<p>Conformity of the organization, its market, business, professional prestige, position, share, significance diminishes or changes unfavorably. New solutions, needs, client groups evolve the use, service, involvement of which can open new possibilities for increasing market, professional, business importance, results and gain. The organization moves slowly, process situations less smoothly, becomes instable.</p>
P: people	L: leadership
<p>Diminishing employee performance. People or parts of them are tense, ill tempered, discontent or passively antagonistic. Conflicts arise and stay unresolved. Employee turnover increases.</p>	<p>Weakening formal leadership signs: less direction setting, support, awareness and sense urgency creation. People feel less directed, controlled. Informal and opinion leaders' activities are less viable or inefficient, or they show resistance. Organizational results are decreasing.</p>

Often times the problem arousal can simultaneously be linked to more codes, or change reasons. If employee fluctuation grows, for example, code P can be stated as the symptom, but then it is not obvious whether the real reason is improper leadership (lack of credibility, motivational power, support) forcing us to look the L code closely; or rather code C, because the culture might not be keeping enough (that can be also influenced mainly by the L); or, we might go deeper into code E, detecting an improper motivational system. These elements are further dealt with in the chapters discussing the codes in more detail.

The HC dashboard deploys the model across four organizational elements. Happy Change! Design necessitates a substantial analysis of code E, preventing your change not be planned and thought out properly, and that results be more stochastic, so the people might be less happy if the understanding of change sources are unsound.



3rd. *Figure: Origins of change*

Success of a change, is funded by sufficient situational analysis, formulation and planning of the solution and the involvement of interested parties (and later, of course, people).

After defining the problem, the need for change is to be formalized.

The change itself however might seem simple or difficult, always affect the members of the organization, and the professional, business, methodologic content will be reached by and through them.

Formalization also might be simple and more detailed but if it is a deliberate, managed change, will happen.

There are some success factors that will be set during the change design in order to make happy change possible. These criteria can be read in Table 4. The table also contains possible and suggested techniques to be used in order to reach the success criteria.

4th. Table: Success criteria of the Happy Change!

Change element	Success factor	Possible techniques
Situational analysis	The opportunity or the adverse situation really is what it seemed at first glance.	Consulting with wider stakeholder groups, diverse market research and technical analysis, benchmarking.
Formulation of the change	The selected solution, service, product to be developed really leads to the desired gain increase or loss decrease.	Focus group trials, pilot solutions, prototypes, shorter planning (scheduling) durations.
Involving participants	Involved parties understand the necessity of change. They see their roles and desired gains.	More interaction, diverse type of meetings in terms of content and participants, wider forums, use of opinion leaders.

Happy Change! reminder:

Even though there are many significant and rapid changes happening in the environment, and we feel like we need to address each of them, let's not try to do everything at once. The organization's capacity sets a limit to handling too many parallel changes, and trying to grasp a lot together might mean that none of them will ultimately succeed or contribute to the overall strategic picture if they don't build upon each other. Therefore, the success criteria of a possible change can be not doing it.

4. USE OF THE CELP-M LISTS

After defining the professional or business content and involving the participants, change design shall be completed with the CELP-M checklist that can be used for evaluating the possible happy change readiness. During a long or complex change process connecting to milestones when deliverables are due, CELP-M can be used for the happy change control.

The design checklist is useful to assess how happy the change implementation might be.

The control checklist is important to assess whether the change might prevail (as happy as can be).

[CELP-M Checklist](#)

If a lot of reasons necessitate a systemic organizational development that might entail various changes in the operation, that can be strongly supported by a former CELP-M coded diagnosis. The diagnosis has a higher and deeper levels, in the former, each code is evaluated according to four elements, in the latter each of these four are deployed to further four.

Since the actual situation might necessitate additional to or other elements than the four represented in the lists, they can be altered or supplemented according to the implementers' preference.

[CELP-M Diagnosis](#)

5. THE CHANGE PROCESS

The Happy Change! process can be divided into three steps.

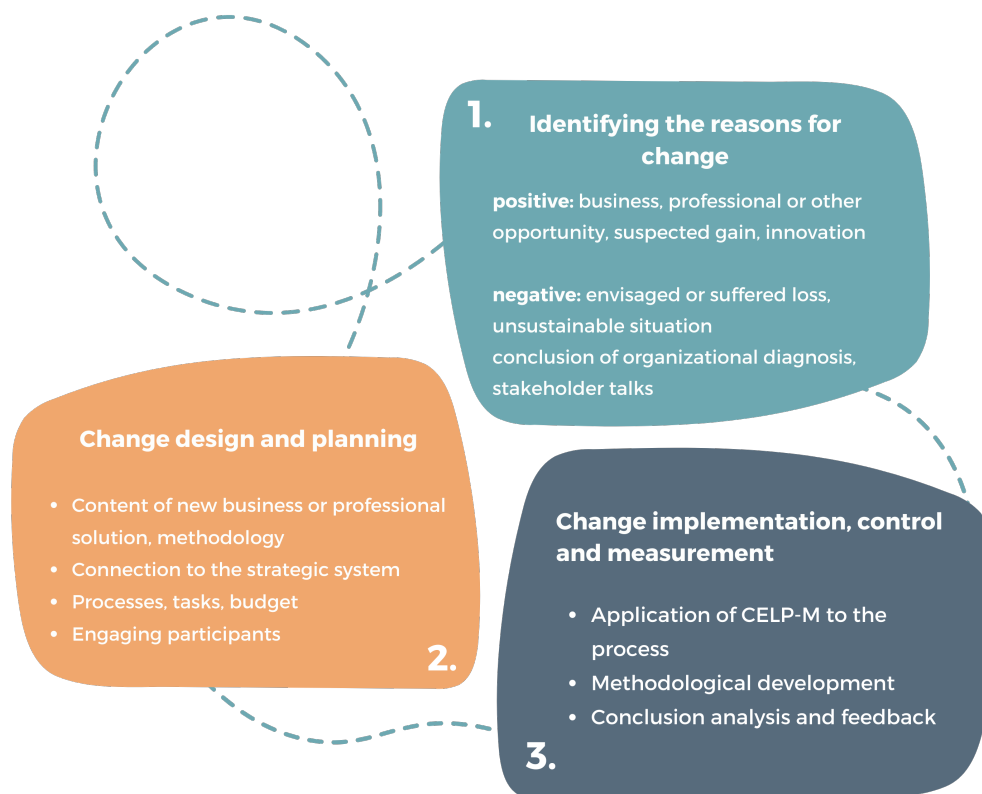
First, we want to understand the reasons for change. The CELP-M model is useful in realizing the change symptoms, revealing the underlying causes and problems going through the model code by code. Understanding the reasons for change is a Happy Change! factor. Key players can contribute to either manage and organize the process or gather people in line who can contribute to the analysis.

Second, the solution for change shall be formulated. The solution is better to be planned and the CELP-M be used code by code on planning the change execution be happy. Planning team members can contribute to the step with interactions about the code and filling the CELP-M planning list and collecting as much relevant opinion as possible.

These two steps comprised the Happy Change! Design

Third, the change implementation takes place, during which, along with the development of the business or professional context, also the control of happy change development shall be done code by code. Key contributors can support the change implementation by keeping track of the CELP-M elements and supporting the use of the tools described in this book.

Figure 5 shows the three-step change process.



5th. Figure: Three-step Change

We can achieve the success of Happy Change! Design using coordinated management of CELP-M coding. In the following table, we show the content of the three steps along with the corresponding model components.

6th. Table: Three step change: detailed discussion

Step	Content	Method (click the links to the relevant models)
Defining the reason for change	positive: business, professional or other perceives gain, negative: predicted or suffered loss, unbearable situation; organizational diagnosis result; discussion of involved people; other symptoms, developments code-by-code	Environmental analysis: External Environment Elements of internal environment: internal operation CELP-M diagnosis: Celpm_Template1 and Case24
Working out the content of change	New method, process, service, solution, product, professional context; Strategic and goal system fit; Processes, tasks, budgeting; Involving participants	Strategic system: Strategic Model Project definition and planning; Communication planning: Process of Communication Setting up role model: Roles Competence development: Competence Pyramid Preparation of change agents; CELP-M risk assessment: Celpm_Template2 Case 24
Implementation and control of change	Application of CELP-M to the change process; Methodological development; measurement and conclusions	Culture development: Elements of Culture project control: Project Triangle change related competence development: Competence Pyramid people management performance management: PMS motivation: Elements of Motivation conflict resolution: Conflict Graph managing the communication system; operation of forums and meetings: Success Criteria of Efficient Meetings

3steptable

6. THE STRATEGIC THREE

The reasons of the setting up of an organization can be many fold; to earn money, to be the best in something, to add value to an environment, to help others, and a lot of other factors can drive the founders. The **Happy Change! factor** in terms of this model shows the relatively meant healthy states.

Health in this case means that the elements of the model are as clearly defined as possible. Since this is a leadership function, it is discussed in more detail in chapter L. You might ensure that the process takes place and interpreted among relevant employee groups.

The aim of the enterprise, civic or nonprofit organization, let alone authorities, not necessarily is to be happy. Happiness is either a consequence, an indirect gain of doing good what we do, or, achievement of the goals or being successful can entail it. However, if people feel

themselves happy during work, they can be more efficient, so the organizational goals might be reached more smoothly.

Elements of the strategic framework, ie the Strategic Three, are the vision (imagination about or future state), the mission (reason of the organization's existence) and the goal system (specific results to be achieved).

This is the foundation of the Happy Change! Design. So, the main reason for designing the changes to be happier is to reach the goals effectively and efficiently, which is more attainable with people being rather happier than sad. That is described with the CELP-M.



7th. Figure: The Strategic 3 and the CELP-M

Change, in the optimal case, is linked to the strategic triangle. However, the urgency of a specific change, its pace, and the expectations regarding the results are also leadership considerations. [Back to the 3 step change table](#)

Happy Change! reminder:

Implementing changes requires systematic work, time, and energy, but it's also true that sometimes change isn't fast enough, the momentum fades, and participants become uncertain – let's not be perfectionists; instead, let's try to achieve the local optimum as soon as possible! Using the CELP-M model from time to time can be of great help. Planning, control, and feedback are particularly important methodological elements
