TATA CONSULTANCY SERVICES
Experience certainty.

TATA

White Paper

Change Management Theories and Methodologies

In today's dynamic business environment, organizational changes and methods of addressing them are prevalent as we seek to stabilize and sustain transformation across locations. The way businesses manage change and how successful they are at it, depends largely on the nature of business, the change and the people involved. It is also dependent on how well the organization and people understand the need for the change and the process involved.

Applying change management activities can be instrumental in realizing goals for planned and unplanned changes both internally and externally. It also helps diagnose problems associated with the transition before they become a crisis. Therefore, it is essential to first understand some of the theories and methodologies pertaining to change management.

This paper primarily focuses on:

- Change management and its impacts.
- Various change management theories and methodologies available.
- The best suited approach for your situation.

About the Author

Fabia McLean Bourda, MBA, SPHR, PMP

Ms. Bourda leads TCS' HR Strategy and Transformation Practice, which includes Organizational Change Management around ERP solutions. She has extensive Human Capital Management (HCM) and people management capabilities in systems, processes, strategy, and transformation and is knowledgeable in Oracle HCM and some niche applications. She has over 20 years of progressive senior management experience working with and influencing Fortune 500 C-level executives in the area of human capital management including organizational change management.

She holds an Executive MBA degree in Strategic Leadership and International Management from The University of Texas, Dallas. She also holds two Bachelor degrees and a Master degree, as well as professional certifications in human resources (SPHR) and project management (PMP). She has been teaching at colleges and universities in Canada and the U.S. since 1990.

Table of Contents

1. Defining Change Management 4
2. Understanding Change 4
3. Planning Change 8
4. Leading Change 12
5. Managing Change 14
6. Conclusion 15

Defining Change Management

Change Management is a common buzz word in today's businesses. With constantly evolving business goals and strategies, change is inevitable and managing change is essential. Change management is also used as a catch-all for project activities that may otherwise be overlooked. It is thus important to understand what it is and how to use it to be effective in the discipline.

Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented and for achieving lasting benefits of change. The change management focus is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current state to the future state. The change could range from a simple process change to a major system change to achieve the organization's potential.

There are two types of change management programs:

- Systematic organization-wide change initiative that involves an organization-wide transformation effort.
- Specific internal change management or change control program that involves providing tools and processes to control daily operational or project-specific changes.

Both these programs use similar tools but have different goals and priorities. They are equally important for the organization's success.

Organizational changes happen naturally in projects. By definition, projects are changing the state of things and will, most likely, include processes and procedures.

Change management differs from project management in its ultimate objective. Project management is restricted to the application of a set of tools and processes by a small group of professionals to achieve project goals. On the other hand, change management emphasizes on the people side of change and targets leadership at all levels of an organization including executives, senior leaders, middle managers, supervisors, and staff.

Understanding Change

Change management represents a large and rapidly growing discipline that is being increasingly deployed on a global scale by all types of organizations. It refers to a structured approach that facilitates the adoption of change by groups and individuals within an organization.

The process of how organizations change draws on many disciplines from psychology and behavioral science to engineering and systems thinking. The underlying principle is that change does not happen in isolation. It impacts the whole organization and each individual associated with it.

Change Management Perspectives

It is important to note that 'organizations' are not the ones that change; it is the people within organizations that change. Therefore, the success of the project ultimately is measured by the difference in work done by each individual multiplied by the number of employees impacted by the change. Consequently, effective change management requires an understanding for, and appreciation of how one person makes a change successfully. Without an individual perspective, change management amounts to activities performed without goals or outcomes achieved.

ADKAR Model

Managing organizational change starts with understanding how to manage change with a single person. Among the tools available to drive individual change, the ADKAR model developed by Prosci, the world leader in change management research and content creation, is commonly used. ADKAR is an acronym for Awareness, Desire, Knowledge, Ability, and Reinforcement. In principle, to make a change successfully an individual needs:

- Awareness of the need for change
- Desire to participate and support the change
- Knowledge on how to change
- Ability to implement required skills and behaviors
- Reinforcement to sustain the change

ADKAR describes successful change at the individual level and outlines the goals or outcomes of successful change. It is an effective tool for planning change management activities, diagnosing gaps, developing corrective action, and supporting managers and supervisors.

Change Theorists

The theory of change defines the building blocks required to achieve long-term goals. There are many theories on how to conduct change. Many of these theories originate from leadership and change management guru, John P. Kotter. Nevertheless, according to Entrepreneur magazine, all process models are derived from the model of organizational change by Kurt P. Lewin. Another popular and powerful model used to understand the stages of personal transition and organizational change is The Change Curve, attributed to Elisabeth Kübler-Ross.

Kotter's 8-Step Change Model

Kotter introduced his eight-step change process in his 1996 book, 'Leading Change'. He suggests that for change to be successful, 75 percent of a company's management needs to buy into the change, and he introduces an actionable eight-step process for implementing successful transformations.

Step	Name	Description
Step 1	Establishing a sense of urgency	▪ Help others see the need for change and they will be convinced of the importance of acting immediately
Step 2	Creating the guiding coalition	▪ Assemble a group with enough power to lead the change effort ▪ Encourage the group to work as a team
Step 3	Developing a change vision	▪ Create a vision to help direct the change effort ▪ Develop strategies for achieving that vision
Step 4	Communicating the vision for buy-in	▪ Make sure as many as possible understand and accept the vision and the strategy
Step 5	Empowering broad-based action	▪ Remove obstacles to change, change systems or structures that seriously undermine the vision ▪ Encourage risk-taking and non-traditional ideas and activities

Step	Name	Description
Step 6	Generating short-term wins	▪ Plan for achievements that can easily be made visible ▪ Follow-through with those achievements and recognize and reward employees who were involved
Step 7	Never letting up	▪ Use increased credibility to change systems, structures, and policies that are not aligned to the vision ▪ Hire, promote, and develop employees who can implement the vision ▪ Reinvigorate the process with new projects, themes, and change agents
Step 8	Incorporating changes into the culture	▪ Articulate connections between new behaviors and organizational success ▪ Develop means to ensure leadership development and succession

Table 1 - Kotter's 8-Step Change Model

Kotter's steps are based on a solid foundation of communication, empowerment, and focus. Following the change, it is important to embed new approaches so that people do not revert to old habits. Monitoring, feedback, and intervention are necessary for a period after the changes have occurred.

Lewin's 3-Stage Model of Change

One of the cornerstone models for understanding organizational change was developed in 1947 by Kurt Lewin, a physicist and social scientist. His model, which still holds true even today, is known as Unfreeze–Change–Refreeze and refers to the three-stage process of change. He described organizational change using the analogy of the changing shape of a block of ice.

Stage	Description
Unfreeze	▪ Prepare the organization to accept that change is necessary ▪ Break down existing status quo to build up a new way of operating ▪ Develop compelling messages for why the existing way of doing things cannot continue ▪ Challenge the organizational beliefs, values, attitudes, and behaviors ▪ Expect uncertainty
Change	▪ People begin to resolve their uncertainty and look for new ways to do things ▪ People start to believe and act in ways that support the new direction ▪ They take time to embrace the new direction and participate proactively in the change ▪ They need to understand the benefits of the change ▪ Realize that not everyone will fall in line just to support the change and its benefit
Refreeze	▪ Changes begin to take shape and people embrace the new ways of working ▪ Outward signs include a stable organization chart, consistent job descriptions, and so on ▪ Changes are internalized or institutionalized through incorporation into everyday business ▪ Acknowledgement of people's efforts reinforces their belief in future changes ▪ Celebration of the success of the change helps people find closure

Table 2 - Lewin's 3-Stage Model of Change

Lewin's change model is a simple and easily understood framework for managing change through three distinct stages. It starts with creating the motivation to change (unfreeze) and moves through the change process by promoting effective communication and empowering people to embrace new ways of working (change). The process ends when the organization returns to a sense of stability (refreeze), which is necessary for creating the confidence to embark on the next, inevitable change. Each of the three phases also proposes specific activities that address motivation, implementation, and adherence to organizational changes.

The Change Curve

The Change Curve is based on a model originally developed in the 1960s by Elisabeth Kübler-Ross to explain the grieving process. It is a powerful model to describe the stages of personal transition involved in most organizational changes. It helps understand how people will react to change, provide assistance for their own personal transitions, and make sure they have the help and support they need. Table 4 lists the behaviors and change actions at every stage of the change curve.

Stage	State	Reaction	Behaviors	Change Actions
Stage 1	Status Quo	Shock/Denial	▪ Introduction to change ▪ Reaction to challenging the status quo ▪ Tendency to react negatively	▪ Communicate often since it is a critical stage for communication ▪ Avoid overwhelming people ▪ Provide tools to access more information ▪ Take time to answer questions

Stage 2	Disruption	Anger/Fear	▪ Reality sets in
			  ▪ Potential fear of the impact
			  ▪ Feelings of anger
			▪ Resist change actively or protest against the changes
			  ▪ Some wrongly fear the negative consequences of change
			  ▪ Some correctly identify real threats to their position
			▪ Results in the organization experiencing disruption
			▪ Cascades into chaos if not carefully managed
			▪ Change resistance leads to unsuccessful change
			▪ Stressful and unpleasant stage
				▪ Plan and prepare carefully
				▪ Consider the impact and objections that people may have
				▪ Address early with clear communication and support
				▪ Take action to minimize and mitigate problems that people will experience
				▪ Pay close attention to respond to the unexpected

Stage 3	Exploration	Acceptance	▪ Pessimism and resistance give way to some optimism and acceptance ▪ Acceptance of changes and letting go of what was lost	▪ Provide support and training ▪ Offer early opportunities to experience what the changes will result in

Stage	State	Reaction	Behaviors	Change Actions
			▪ Testing and exploring the impact of changes begins ▪ The reality of what is good and not so good and how to adapt to it should be clear	▪ Build contingency time so people can learn and explore without too much pressure
Stage 4	Rebuilding	Commitment	▪ Accept and embrace the changes ▪ Rebuild ways of working ▪ Observe the organization begin to reap the benefits of change	▪ Track benefits ▪ Record lessons learned ▪ Celebrate success

Table 3 - The Change Curve

Knowledge of the Change Curve can minimize the negative impact of the change and help people adapt to it more quickly. The availability of this information and providing the correct navigation can help accelerate change and increase the likelihood of success.

As organizations mature, many develop negative patterns, processes, and habits that have led to the creation of an entire industry around organizational re-engineering and change management. There are many theories of organizational change. The one that will work best for an organization will depend on many things, including how resistant the organization is to change.

Planning Change

In the past, change management carried with it the connotation of being the intangible activities undertaken by the Human Resources department. However, over the last decade, change management has emerged as a structured discipline that business leaders are seeing as a 'must have' and not just a 'nice to have' when major projects or initiatives are launched.

Methodology Benchmarking Results

Since 2001, Prosci has conducted longitudinal benchmarking studies on managing the people side of change. The 2012 report is the most comprehensive to date and has been used in conjunction with earlier reports beginning from 2002 to focus on the value of planning for change to ascertain the most relevant key findings over time.

Findings	Notes
A structured approach contributes to project success	▪ In earlier studies, the use of a structured approach to change management was cited as the No. 2 contributor to success (behind only active and visible executive sponsorship)
Nearly 60% of study participants utilized a structured approach	▪ The studies showed a continued growth in those participants following a particular change management methodology ▪ After a significant jump between 2003 (34%) and 2005 (55%), the increase was smaller but still significant in later years (72% in 2011) ▪ Nearly six in 10 projects are utilizing a structured change methodology

Top selection criteria is ease of use	▪ Participants cited a number of factors they used when selecting a change management methodology
	▪ Overwhelmingly, the methodology's ease of use was the top selection criteria
	▪ Factors for ease of use included:
	  ▪ Easy to implement
	  ▪ Easy to understand
	  ▪ Easy to communicate to others
	  ▪ Simple
	  ▪ Practical
	  ▪ Structured and systematic
	  ▪ Logical
	  ▪ Comprehensive and holistic

Organizations continue to devote more resources and positions to change management	▪ 36% in 2012 study indicated that their organization created an office or a functional group around the discipline of change management
When to start change management activities	▪ Overwhelming bias toward initiating change management early in the project

Table 4 - Prosci Best Practices in Change Management Benchmarking Reports Summary

Aggregate research confirms that a structured approach to change management is beneficial as it moves organizations away from merely reacting to resistance to change to providing a solid framework for engaging and mobilizing impacted employees. Methodologies that are easy to use and easy to explain to others can gain serious traction and become a vital component of the project activities. The awareness of the need and value of change management is increasing at all levels of organizations.

Change Management Methodologies

Some researchers place the failure rate of organizational change at as much as 70 percent, an unacceptable high. Consequently, it is not surprising that leaders are looking for ways to reduce the risk and curtail failure. Unfortunately, many leaders believe that simply by using a change management methodology they are 'doing' change management.

A change management methodology helps a company prepare for planned and unplanned changes. A methodology also helps mitigate risks by creating a blueprint of how to proactively deal with opposition or any other problems that may arise during and after the implementation. The biggest risk is acceptance - Acceptance by employees, staff, management, and stakeholders should be the topmost priority when initiating change.

Prosci's Change Management Methodology

In 2002, following their third change management benchmarking study, Prosci developed an organizational change management process. It was developed based on research with over 1600 participants over ten years. It is the amalgamation of collective lessons learned by those introducing change around the globe. It is built in steps that a project team can complete for a particular change or initiative supported.

Phases	Description	Notes
Phase 1	Preparing for change	▪ Aimed at getting ready. ▪ Answers the question, "How much change management does this specific project need?" ▪ Provides situational awareness that is critical for effective change management.
Phase 2	Managing change	▪ Focuses on creating plans that are integrated into the project activities – what people typically associate with change management. ▪ Provides five plans that should be created to help individuals move through the ADKAR model (individual change).
Phase 3	Reinforcing change	▪ Reinforcement is most often overlooked ▪ Helps project teams create specific action plans for ensuring that the change is sustained. ▪ Project teams develop measures and mechanisms to see if the change has been implemented, if employees are doing their jobs the new way, and to celebrate success.

Table 5 - Prosci's Change Management Methodology

Prosci's methodology integrates individual change management and organizational change management to ensure the achievement of business results. This link between individual change management and organizational change management is a key differentiator from most change management methodologies.

TCS Organizational Change Management Components

TCS' organizational change management objective is to provide an infrastructure to support and sustain change throughout the program's multiple phases while embracing and focusing on the organization's transformative strategies. Implementing new processes and changing the organizational culture can be challenging because it

requires transforming how people work and interact. We have designed activities to minimize the resistance to change by engaging users in the change program from the outset and securing their commitment to delivering a successful outcome by taking them along the user journey which will be unique to each employee.

TCS' organizational change management approach brings business change at the organizational and individual levels to transition individuals, teams, and organizations from a current state to a desired future state. It takes an organizationally holistic approach and encompasses services for change enablement, communications, and training.

Component	Description
Business Impact Review	▪ Focus on business impacts and related actions on process, people, organizations, and data ▪ Prioritize business risk and degree of change degree
Stakeholder Management	▪ Align executives and employees with project objectives ▪ Involve stakeholders early and throughout the project
Communication Management	▪ Articulate project benefits and reasons ▪ Engage in leading change ▪ Inform and involve employees at all levels of project activities and new expectations resulting from design
Change Impact Review	▪ Identify changes to people, process, organizations, and data ▪ Create actions to address impacts of people, process, and organization ▪ Develop actions to mitigate risks
Organizational Change Readiness	▪ Prepare for large scale organization and site levels changes ▪ Ensure the process, people, and organizational changes are addressed to meet budget and schedule on time
Learning Management	▪ Involve SMEs early in process ▪ Train end users and management to operate in the new way of working (process, organization, and system) as well as the new applications
Change Adoption	▪ Monitor change awareness, understand ownership with stakeholders and end users throughout project ▪ Develop risk assessment and prioritize challenges and risks

Table 6 - TCS Organizational Change Management Components

TCS' approach acclimates the clients' culture, key stakeholders, organizational style, and the appetite for change to design a program that will overcome fear, uncertainty, doubt, inertia, and resistance. It is designed to effectively engage the right people without interruption of on-going business and system implementation activities. The integration of change management activities with the process design ensures a smooth business transition, avoids possible business delays, and achieves the full benefits enabled by processes and technology changes.

Change management is a very broad field and its approaches will vary widely depending on the organization and specific project. Many organizations and consultants subscribe to a formal change management methodology that provide toolkits, checklists, and outline plans of what needs to be done to manage changes successfully. Having a methodology is only part of the solution. Unless the people using it have an underlying knowledge of the change process, it can be reduced to a set of check boxes and activities that may or may not enable long lastly change.

Leading Change

To effectively lead change, recognize that the 'change' itself does not need as much managing as the people involved in it. To successfully manage and lead people through any type of change, it helps to be aware of the different ways people prefer to deal with change, and to realize that perceptions of the change styles of others are colored by the leaders' perception.

Change Ownership

When defining change management objectives and activities, it is very important to coordinate closely with others who are involved by identifying owners responsible for change. Owners may be project managers, business managers, and the HR department. For example, who is responsible for identifying change agents, who will define the re-training plan, and what will be the impact on changing job descriptions and employment contracts?

Knowing who is responsible and how things are organized will help define the change management scope. Additionally, it will identify the working relationship with other people required to bring about the change. The change manager's role is to ease the journey towards new ways of working.

The key to success is to create a sense of urgency, recruit powerful change leaders, build a vision and effectively communicate it, remove obstacles, create quick wins, and build on momentum. These will help make the change a part of the organizational culture.

Communicating Change

Communication plays a critical role in overcoming the fears and concerns stimulated by change. People are often concerned about the effect the change will have on them. Uncertainty in a working environment reduces productivity, therefore, it is important to communicate what is changing and why. There are three key subjects of communication – present state, intermediate state, and future state.

Subject Area	Notes
Present state	▪ Explain why the organization has to move away from the current state, and the dangers of staying there. ▪ Understand the pressures that make it necessary to change. ▪ Describe why the current state used to make sense, but the organization needs to change with the changing environment. ▪ Clarify what will happen if the organization does not change. ▪ Identify what the change will mean for each individual.
Future state	▪ Explain what the future will look like, why it will look like this and the advantages. ▪ Identify parts which are clear and ones which are still hazy. ▪ Clarify what the future state will imply for the people in the company.
Intermediate state	▪ Communicate to build confidence. ▪ Express confidence that although people may appear to be in a state that is completely out of control, this state has been accounted for in the planning process. ▪ Explain that it is necessary step on the path to the future state and that the organization will soon move into the future state. ▪ Show how the methodology will help reach the future state and what things will look like along the way.

Table 7- Key Communication Subjects

Communication is an ongoing process. As the change process advances, two things will happen – people have new questions and new ideas, and they develop a better understanding of the intermediate and final states. In response, people have to be kept updated with actual and future states, and their questions should be answered.

Communication Vehicles

The best method of communication is for managers to communicate a well-prepared change message and accompanying support material to their direct reports. This process should start at the top of the organization and be followed at each level. As a result, most people will first hear the change message from their supervisor and be able to ask questions, and then need to understand the message well enough to communicate it to their team members and, in turn, answer their questions. This allows for a single message and accompanying support material to be communicated across the organization.

Communication can be carried out in a variety of ways. Most people in the organization will have questions about the change process which they may not ask directly to their supervisor or colleagues, so it is helps to include some mechanism in the communication process by which people can ask questions anonymously or off the record. Additionally, a feedback process is important to make sure that the communication process is meeting its objectives.

Change Management Activities

The range of possible change management activities is broad. The key here is to identify the tasks that are necessary to give change the greatest chance of success. The key activities involved in managing change include:

No.	Key Activities
1	Ensure clear expression of the reasons for change and help the sponsor communicate.
2	Identify change agents for specific change activities, such as design, test, and problem solving.
3	Assess all the stakeholders and define the nature of sponsorship, involvement, and communication.
4	Plan the involvement and project activities for the change sponsor or agents.
5	Plan how and when the changes will be communicated and delivered.
6	Assess the impact of the changes on people and the organization's structure.
7	Plan activities needed to address the impact of the change.
8	Ensure that people involved and affected by the change understand the change process.
9	Ensure those involved or affected have help and support during times of uncertainty or upheaval.
10	Assess training needs driven by the change and plan when and how this will be implemented.
11	Identify and agree on the success indicators for change, and ensure they are regularly measured and reported.

Table 8 - Key Change Management Activities

The overall success of an organization's change is influenced by activities that include finding executive sponsorship for organizational change, developing a clear vision of the desired organizational change, creating an integrated communication and change management strategy, and creating strong employee motivation for making organizational change.

Managing Change

When approached with managing change, it is important to bear in mind that change management focuses on people and is about ensuring that change is systematically and lastingly implemented.

Failure of Change

There is no denying that change is tough. When planning change, while most people look for how-to tips, it is equally important to look at why change fails to complete the solution. A discussion forum on ecademy.com identified seven key reasons why change fails, similar to those identified by Kotter at Harvard 15 years ago. These reasons and their impacts are indicated in Table 11.

No.	Reasons for Failure
1	The organization is not clear about the reasons for the change and the overall objectives Plays into the hands of vested interests
2	The organization fails to move quickly from speech to action Leads to mixed messages and gives resistance a better opportunity to focus
3	Leaders are not prepared for the change in management style required to manage a changed business or one where change is the norm Mentality of "now we are going to change and then we will get back to normal" causes failure Change is a constant; so a one-off program, which presumably has a start and a finish, does not address the long-term change in management style
4	The chosen change methodology or approach did not suit the business Pile methodology upon methodology and program upon program For example, an organization implements Six Sigma, balanced scorecard, and IIP methodology all at the same time
5	The organization has not been prepared and the internal culture 'pushed back' against change
6	The business 'rammed' certain functions with little regard to the overall objectives Changes one part of the process and not considered the impact up or downstream Causes panic and the organization looks for a quick win or tries to declare victory too soon
7	Leaders set strategic direction for the change and then they remained remote from the change, leaving the actual change to less motivated people

Table 9 - Key Change Management Activities

This list is an invaluable diagnostic tool for identifying why and where resistance is taking place, giving an opportunity to defuse resistance through correction. Even one occurrence in isolation will make the change program inconsistent and aggravate resistance. Advance planning and stakeholder management will avoid some of these pitfalls.

It is hard work to change an organization successfully. With careful planning and building the proper foundation, implementing change can be much easier and improve the chances of success.

Conclusion

The concept of change management is familiar in most businesses today. However, the way businesses manage change and how successful they are at it, varies greatly depending on the nature of the business, the change, and the people involved.

Change management is the application of a structured process and tools to enable individuals or groups to transition from a current state to a future state in order to achieve a desired outcome. When change management is carried out well, people feel engaged in the change process and work collectively towards a common objective. The outcomes are change projects that realize benefits and deliver results.

A change management methodology is a key tool for managing change. It is a structured set of steps for planning and implementing organizational change. Like other methodologies, (for example, project management, business process re-engineering) change management provides a consistent framework for decision-making and guides the activities of the change leaders.

Managing change requires a leadership team with project management, communication, and analytical skills with a high degree of result orientation. An effective change manager will prepare the organization for change in the early stages of project definition and stakeholder review by responding to their apparent resistance.

When people become more aware of their own and other's preferences when dealing with change, understanding and accepting the differences will increase across the organization. This resulting acceptance and valuing of differences is what separates dynamic organizations that embrace change from organizations that simply react to change to try and stay competitive.

Change is a common thread that runs through all businesses regardless of size, industry, and age. The world is changing fast and, as such, organizations must change quickly too. Organizations that handle change will thrive, while those that do not may struggle to survive.

References

[1] *Connelly, M. (n.d.). Kurt Lewin Change Management Model. Retrieved January 2013, from Change-Management-Coach.com: http://www.change-management-coach.com/kurt_lewin.html*

[2] *Ecademy. (n.d.). Change Management. Retrieved January 2013, from The Social Business Network: http://www.ecademy.com/*

[3] *Homji, K. F. (2010). Business Process and Change Management Offerings for Addressing Issues in the Retail Supply Chain. Gurgaon: Tata Consultancy Services.*

[4] *Kotter International. (n.d.). The 8-Step Process for Leading Change. Retrieved January 2013, from Kotter International: http://www.kotterinternational.com/our-principles/changesteps/changesteps*

[5] *Kotter, J. P. (1996). Leading Change. Boston: Harvard Business Press Review.*

[6] *Mind Tools Ltd. (n.d.). The Change Curve. Retrieved December 2012, from Mind Tools: http://www.mindtools.com/pages/article/newPPM_96.htm*

[7] *Mittal, R., Batra, T., Luthra, D., & Maheshwari, U. (2012). Effective Change Management: An Indispensable Ingredient of Successful. TCS.*

[8] *Prosci Inc. (2007). Best Practices in Change Management. Colorado.*

[9] *Prosci Inc. (2007). Prosci Change Management Toolkit. Retrieved December 2012, from Change Management Learning Center: www.change-management.com*

[10] *Prosci Inc. (2011). Best Practices in Change Management. Colorado.*

[11] *Prosci Inc. (2012). Best Practices in Change Management. Colorado.*

[12] *Tata Consultancy Services Limited. (n.d.). Business Process & Change Management. Retrieved January 2013, from Tata Consultancy Services: http://www.tcs.com/offerings/consulting/business-process-change-management/Pages/default.aspx*

[13] *Towers Watson. (2012). 2011-2012 Change and Communication ROI Study: Clear Direction in a Complex World.*

TATA CONSULTANCY SERVICES
Experience certainty.

Contact
For more information, contact **oracle.practice@tcs.com**

Subscribe to TCS White Papers
TCS.com RSS: http://www.tcs.com/rss_feeds/Pages/feed.aspx?f=w
Feedburner: http://feeds2.feedburner.com/tcswhitepapers

About Tata Consultancy Services Ltd (TCS)
Tata Consultancy Services is an IT services, consulting and business solutions organization that delivers real results to global business, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled infrastructure, engineering and assurance services. This is delivered through its unique Global Network Delivery Model™, recognized as the benchmark of excellence in software development. A part of the Tata Group, India's largest industrial conglomerate, TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India.

For more information, visit us at **www.tcs.com**

IT Services
Business Solutions
Outsourcing

All content / information present here is the exclusive property of Tata Consultancy Services Limited (TCS). The content / information contained here is correct at the time of publishing. No material from here may be copied, modified, reproduced, republished, uploaded, transmitted, posted or distributed in any form without prior written permission from TCS. Unauthorized use of the content / information appearing here may violate copyright, trademark and other applicable laws, and could result in criminal or civil penalties.

Copyright © 2013 Tata Consultancy Services Limited

TCS Design Services | M | 02 | 13