

Managing the Unknown

AMA's Change Management Model and Exercise Template

Specific strategies for managing “the unknown” in business are necessary for successfully navigating change when it occurs—whether unexpected or planned.

To gain more familiarity with change management, see AMA's Model for Managing Change (first graphic below) and review the appropriate steps to be taken when communicating and successfully implementing change.

Then, complete the exercise template (see instructions accompanying the second graphic next page) for your particular situation.

AMA's Model for Managing Change

This model illustrates the sequence of steps your organization can consider following in order to successfully implement change (can be adapted for your business's specific circumstances).










The Results Matrix® Exercise Template

Use The Results Matrix® model to help you plan and specify how you will effectively communicate and inspire commitment to the change you wish to implement.

INSTRUCTIONS: The matrix below has four areas. In each area, you will see a statement of purpose for the area (e.g., “What Do You Want the Person to Know”) followed by several bullet points. In the space provided after each bullet point, briefly write in your ideas for how you will complete the task described. For example, if the bullet point says, “Explain what is happening,” you might write on the line that follows, “Company is reorganizing to consolidate new product groups.”

Once you have completed all the bullets in the matrix, you will have a general roadmap for communicating change and inspiring commitment.

<div style="background-color: #e6f2ff; padding: 10px; border-radius: 10px;"><p style="text-align: center;">What Do You Want the Person to Know</p><p style="text-align: right;"></p><ul style="list-style-type: none">• Explain what is happening _____• Explain who is driving the change _____• Explain how this will impact us _____</div>		<div style="background-color: #e6f2ff; padding: 10px; border-radius: 10px;"><p style="text-align: center;">What Do You Want the Person to Believe</p><p style="text-align: right;"></p><ul style="list-style-type: none">• Explain why the change is happening _____• Communicate your support _____• Assert that the change will have a positive impact _____• Explain that things will be ok _____</div>
		
<div style="background-color: #e6f2ff; padding: 10px; border-radius: 10px;"><p style="text-align: center;">What Do You Want the Person to Do</p><p style="text-align: right;"></p><ul style="list-style-type: none">• Describe what is required _____• Solicit feedback _____• Gain commitment _____</div>		<div style="background-color: #e6ffe6; padding: 10px; border-radius: 10px;"><p style="text-align: center;">What Do You Want the Person to Feel</p><p style="text-align: right;"></p><ul style="list-style-type: none">• Prompt for reactions (listen)—acknowledge how people may be feeling, be honest and demonstrate empathy _____• Motivate them to make the shift necessary _____• Ensure that they will be involved and informed _____</div>

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