HOW TO IMPLEMENT CHANGE MANAGEMENT
As per ISO 14001-2015
At the end of the class, please fill the training feedback form! (Yellow paper in your notebook)

Return the feedback form at the reception!
Learning Outcomes

• Introduction to
  • ISO 14001 2015
  • Environmental Management System

• Terms & Definitions

• Change Management
  • Introduction
  • Objectives / Advantages
  • Principles
  • Approaches
  • Process

• Change Management Strategies

• Linkage with ISO 14001 2015

• Benefits & Success Factors

• Clarification / Discussion
ISO 14001 2015

- International Standard
- Applicable for any organization
- Auditable and certifiable standard
- To protect the environment and prevent pollution
- System
- Management System
- Environmental Management System
- Environmental Processes – Aspects - Impacts
Change Management

• Set of activities from planning till achieving the benefits related to the change

• Corporate Level, Branch Level, Process Level
  – Plan the Change
  – Justify the change
  – Facilitate the change
  – Value addition
Objectives / Benefits

• To prevent a major gap, to continually improve the environmental Performance

• To align the organization in par with the industry, growing technology & compliance obligations

• As a result of a major environmental Complaint / violation/ Penalty / Failure
Principles of EMS Change Management

Approach
• Framework
• Communicated
• Agreed mutually
• Supported
• Integral

Process
• Continuous
• Dynamic
• Value adding
• Transparent
• With a Long Vision
• Structured
• Teamwork
• Logical
• Measurable
Different Approaches

• Changes in Compliance Obligations (E.g. Permits)

• To achieve continual improvement (E.g. Conservation of Water / Electricity / Fuel / Paper)
Different Approaches

• Operational Changes (E.g. Emission levels / Technology / Lifecycle)

• System related Changes (E.g. From 14001 – 2004 to 2015)
Different Approaches

• Strategic Changes
  – In-house Vs. Outsourcing
  – Purchase a new plant
  – Enter a new industry
  – New Subscriptions
Change Management Process

• No single approach

• Customize for better results
1 IDENTIFY THE CHANGE
- Type of Change
- Reason for Change
- Scope
- Current State
- Future State
- Concepts
- Org Readiness

2 THE DETAILS
- Process Changes
- People Changes
- Behavior Changes
- Information Change
- Cost of Change
- Risk Assessment

3 THE APPROACH
- Stakeholder Analysis
- Resistance to Change
- Role of Change Management Team

4 IMPLEMENT
- Action Plan
- Communication Plan
- Training Plan
- Biz Systems Plan
- Resistance Plan
- Transition Management
- Readiness Review
- Escalation Process

5 MONITOR
- KPI Reporting
- Sensing (Behaviors)
- Management Review
PDCA

- Establish The Change Essentials
- Create Shared Directions & Culture
- Implement The Change
- Consolidate & Monitor The Change
- Sustain The Changed Culture
- Build Leadership & Strategy

The Change Cycle
Change Management Strategies

• No single approach
• Customize or combine strategies
• Kenneth Benne, Robert Chin & Fred Nichols:
  – Empirical-Rational Strategy
  – Normative-Re Educative Strategy
  – Power-Coercive Strategy
  – Environment-Adaptive Strategy
# Strategies of EMS Change Management

## Empirical-Rational
- Employees are rational
- Communication
- Incentive
- “Carrot” approach
- Converts

## Normative – Reeducative
- Go with the flow
- Informal organization / Communities
- Convince the communities
- Guide how to go along
Strategies of EMS Change Management

Power-Coercive
- Interested to comply
- Enforcement
- “Stick” approach
- Drivers: Time, Serious
- Less or no option(s)

Environment-Adaptive
- People are adaptive
- They would resist change if they don’t agree
- Better develop a new environment to adapt
- Driver: Ideal new environment
Linkage with ISO 14001 2015

• 4.0 – Context of the Organization
  ❖ 4.1 – Understanding the internal /external issues
  ❖ 4.2 – Understanding the needs and expectations of interested parties.

• 6.1 – Actions to address Risks & Opportunities

• 6.1.2 – Environmental Aspects shall consider the changes including planned or new developments, and new or modified activities, products and services
Linkage with ISO 14001 2015

• 8.1 – Operational Planning & Control:-
  – The organization shall control planned changes

• 9.2.2 Internal Audit Program:-
  – Organization shall consider “changes in organization”

• 9.3 b – Management review to consider Changes in
  – Internal External issues, Stakeholder expectations, Environmental Aspects & Risks

• 10.2 C – NC & Corrective Action : Make changes to EMS
Critical Success Factors

- Leadership Commitment and Support
- Buy-In (Employees)
- Empowerment & Enforcement
- No personal issues, only teamwork
- Individual & Organization Knowledge required
- Communication, Coordination & Follow up shall be effective
- Being Dynamic & Value adding.
Clarification... If any?
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END OF THE SESSION