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## Change Management Life Cycle: Phase III - Implement the Change

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Change Management Life Cycle: Phase III - Implement the Change (#5 in the series [Change Management Life Cycle](#))  
By [Jonathan B. Gilbert](#)

In the Implement phase, change strategies developed during the Identify and Engage phases are translated into tactics, or actions, for moving toward the desired future organizational state. Here again, people are critical to how processes and technology are created and implemented. They have direct, daily experience with these processes and technology and, consequently, they are most knowledgeable about how these components must be customized for the best results.

Most organizational change failures occur because insufficient time and attention was given to the first two phases of the life cycle: Identify and Engage. On the other hand, most organizations spend the majority of their time, effort and attention here, in the Implement phase. But, as we've already discussed, without the proper alignment of people's disturbances and their response to a changed condition, successful adoption rarely occurs.

During implementation, employees throughout the organization need to remember why they are working so hard on implementing a change. Therefore, change leaders should continually remind people, using multiple media (formal e-mails, progress celebrations, informal conversations) what the change is and why it is so important.

Additionally, organizational leaders should ask themselves the following people-related questions to help ensure successful implementation:

- Does the individual have the ability or desire to work in the new environment?
- Are additional skill sets needed to transition to the new job?
- Are changes to job descriptions needed?
- Are job grades or pay impacted by this change?
- Does the change impact short-term productivity? If so, will additional support be needed to ensure business success?

If organizations successfully complete the first two phases in the change management life cycle, the implementation phase becomes essentially a monitoring activity for leaders.

They should assure that:

- Change-oriented tasks are being accomplished as planned
- Energy and enthusiasm are present
- Alignment still exists among the people

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Jonathan B. Gilbert has more than 30 years of experience as entrepreneur, educator, chief executive officer, construction manager, management consultant, project manager and engineer. In 1975, he began his career as a project engineer and construction manager, designing, building and operating environmental treatment facilities. This experience enabled him to teach value engineering and project management to engineering and construction professionals throughout the United States.

Mr. Gilbert has worked for management consulting firms such as Fails Management Institute, Scott, Madden and Associates and INNOVA Group. In 1997, Mr. Gilbert founded

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