



SLOVENSKI STANDARD SIST-TS ISO/TS 10020:2022

01-december-2022

Sistemi vodenja kakovosti - Vodenje organizacijskih sprememb - Procesi

Quality management systems - Organizational change management - Processes

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Systèmes de management de la qualité — Gestion du changement organisationnel —
Processus

Ta slovenski standard je istoveten z: **ISO/TS 10020:2022**

ICS:

03.120.10	Vodenje in zagotavljanje kakovosti	Quality management and quality assurance
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SIST-TS ISO/TS 10020:2022

en

TECHNICAL
SPECIFICATION

ISO/TS
10020

First edition
2022-08

**Quality management systems —
Organizational change management
— Processes**

*Systèmes de management de la qualité — Gestion du changement
organisationnel — Processus*

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Reference number
ISO/TS 10020:2022(E)

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Published in Switzerland

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

The purpose of this document is to describe processes for organizational change management (OCM) that can be used by organizations when undertaking any form of OCM. It comprises process descriptions that elaborate the OCM processes.

Since OCM is a key approach to risk-mitigation in organizational development, this document follows a risk-based approach. Risk-based change management is a best-practice approach to strategizing and managing organizational change, as it allows changes to be prioritized and focused on the most important needs and opportunities.

Each process is described using the generic process template provided in ISO/IEC/IEEE 24774:2021, and covers the purpose, outcomes, activities, tasks and information items of each process.

Documentation items to be produced by the OCM processes are provided in [Annexes A](#) and [B](#).

[Annex C](#) provides a high-level cross-reference between the clauses of this document and the clauses of ISO 9001.

This document aims to provide OCM practitioners with the information required to manage and perform OCM in organizations.

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Quality management systems — Organizational change management — Processes

1 Scope

This document specifies processes that can be used to govern, manage and implement organizational change management (OCM) for organizations, projects or smaller activities. It comprises generic process descriptions that describe the OCM processes. Supporting diagrams describing the processes are also provided.

This document is applicable, but not limited, to change sponsors, change agents, change team members and project managers, particularly those responsible for governing, managing and implementing organizational change.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

3.1

aggregation model

combined view of the current state of organizational change

Note 1 to entry: The combined view presents the positions of *interested parties* (3.3) on the *change matrix* (3.2).

3.2

change matrix

two-dimensional array showing the relationship between product or service realization stages and organizational change stages

Note 1 to entry: The product or service realization stages are presented on the x-axis and organizational change stages on the y-axis.

3.3

interested party stakeholder

person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity

EXAMPLE Customers, owners, people in an organization, providers, bankers, regulators, unions, partners or society that can include competitors or opposing pressure groups.

[SOURCE: ISO 9000:2015, 3.2.3]

ISO/TS 10020:2022(E)**3.4
intervention**

process through which the behaviour of an organization is changed

**3.5
organizational change management
OCM**

organizational change processes by which organizations implement their organizational change strategy to adapt to the environment and improve business performance

Note 1 to entry: Organizational change is a process that allows organizations to adapt to the environment and improve business performance and thus contribute to the implementation of the organizational change strategy.

Note 2 to entry: The important elements that distinguish organizational change are:

- a) it focuses on the human and social aspect of the organization in conjunction with the technological and structural elements;
- b) it focuses on the culture of the organization;
- c) it encourages collaboration between the organization's leaders and members.

4 Organizational change management concepts**4.1 General**

Any change or transition from one state to another state can result in risks and opportunities to the organization.

The activities associated with OCM can be implemented with or without the support of a documented management system. Where a management system is based on an ISO Management System Standard, there is likely to be an established process for implementing changes in a planned manner. This should assist in managing risks and opportunities associated with OCM.

4.2 Organizations and interested parties

For understanding the needs and expectations of interested parties, the organization determines the following, in accordance with its applicable policy and strategy identified in the governance process, as appropriate:

- a) the interested parties that are relevant;
- b) the needs and expectations of these interested parties;
- c) which of these needs and expectations become obligations.

4.3 Conditions under which organizational change is likely to take place

The following model can be useful for identifying situations in which organizational change is likely to take place, although other driving forces can also be applicable.

The factors in this conceptual model are as follows:

- D = There is dissatisfaction when there is a situation that people want to change.
- V = People share a reasonably clear vision of a future situation that is both better and achievable.
- F = The action plan to achieve the vision is acceptable and sets out the first steps to be taken.
- R = The combined strength of the three factors above (i.e. $D \times V \times F$) is greater than the existing resistance to change.

If the first three factors are present and the result of multiplying these three factors exceeds the resistance to change, then meaningful organizational change is likely to take place.^[5]

Because D , V and F are multiplied, if any value is absent (zero) or low, then the product will be zero or low and therefore not capable of overcoming the resistance.

The key factors, D , V , F and R are evaluated for impact in the context of each identified interested party, in the first instance, and secondly in terms of the specific concern (i.e. issue) that is under consideration.

In most situations, the relationship between interested parties and issues is likely to be complex, and requires a detailed analysis in order to properly identify these relationships.

4.4 OCM process perspective

A management system comprises processes. For example, ISO 9001:2015 describes the expectations of how processes are to be supported in the context of the quality management.

In this document, ISO/IEC/IEEE 24774 is used to support the description of each OCM process.

Processes are described in terms of:

- process title;
- process purpose;
- process outcomes;
- process activities;
- process tasks;
- process controls and constraints;
- process documented information (expected outputs of the process).

4.5 Process model

This document groups the OCM activities into three process groups, as shown in [Figure 1](#). Each of the processes within those groups is described in terms of its purpose and desired outcomes, and lists activities and tasks which need to be performed.

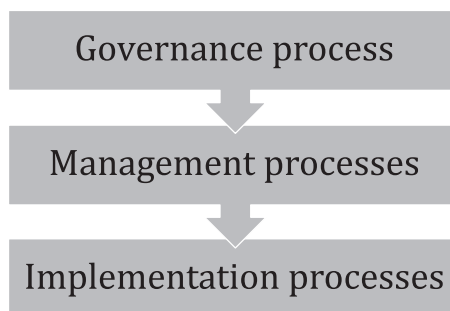


Figure 1 — Multi-layer process model

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The aim of each layer is as follows:

- a) Governance process (see [Clause 5](#)):
 - 1) the aim of this layer is to describe a process for the creation and maintenance of the OCM governance framework, including, for example, such documentation items defining the need for OCM policies, strategies, processes, procedures and other process assets.
- b) Management processes (see [Clause 6](#)):
 - 1) the aim of this layer is to describe processes that cover the management of organizational change for an entire change scenario, or change project;
 - 2) this layer comprises the following processes:
 - i) change scenario process;
 - ii) interested party identification process;
 - iii) intervention definition process.
- c) Implementation processes (see [Clause 7](#)):
 - 1) the aim of this layer is to describe generic processes for performing OCM implementation;
 - 2) the implementation processes include:
 - i) issue identification process;
 - ii) affected interested party identification process;
 - iii) affected interested party intervention process;
 - iv) change management reporting process.

The layers of the OCM process model comprise varying numbers of OCM processes, as shown in [Figure 2](#).

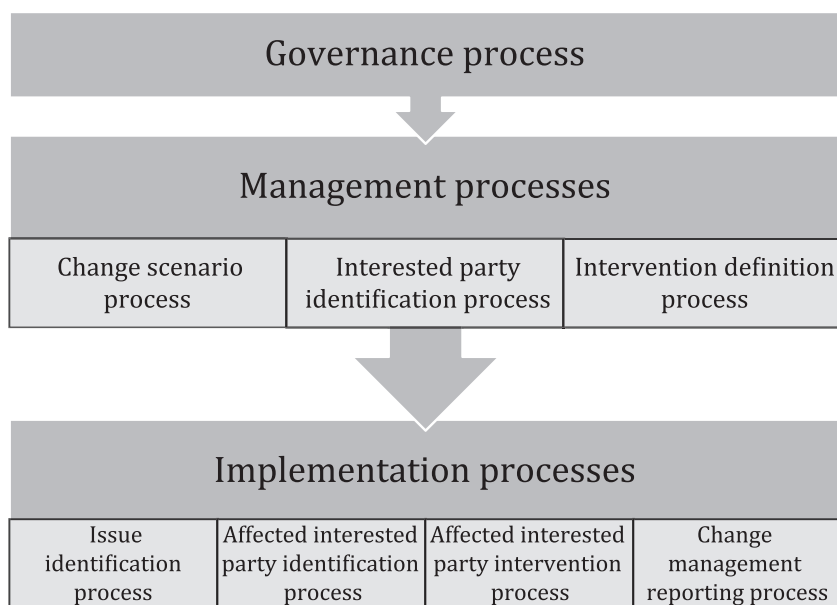


Figure 2 — Multi-layer model showing all OCM processes

5 Governance process

5.1 General

The governance process is used to develop and manage organizational changes.

The governance process typically applies to the OCM activities across the whole organization (i.e. they are not project based).

An OCM policy and OCM strategy are examples of documented information supporting this process.

The governance process is generic and can be used to develop and manage other non-project specific documents, such as a programme OCM strategy that applies to a number of related projects.

The OCM policy can be used to describe the purpose, goals and overall scope of OCM within the organization. It establishes OCM practices and provides a framework for establishing, reviewing and continually improving the governance process.

The OCM strategy describes how the change management is performed within the organization. It is generic documented information that provides guidelines for a number of change projects in the organization and is not specific to any change project.

[Figure 3](#) shows the governance process in a typical situation where it has been applied to create and maintain both an organization's OCM policy and OCM strategy. As [Figure 3](#) illustrates, the two activities continually interact with each other. The OCM strategy needs to align with the OCM policy. Feedback from this activity is provided back to the OCM policy for possible improvement. Similarly, the management processes being used on each of the change projects within the organization need to align with the OCM strategy (and policy), and feedback from the management of these change projects is used to improve the OCM strategy and policy.

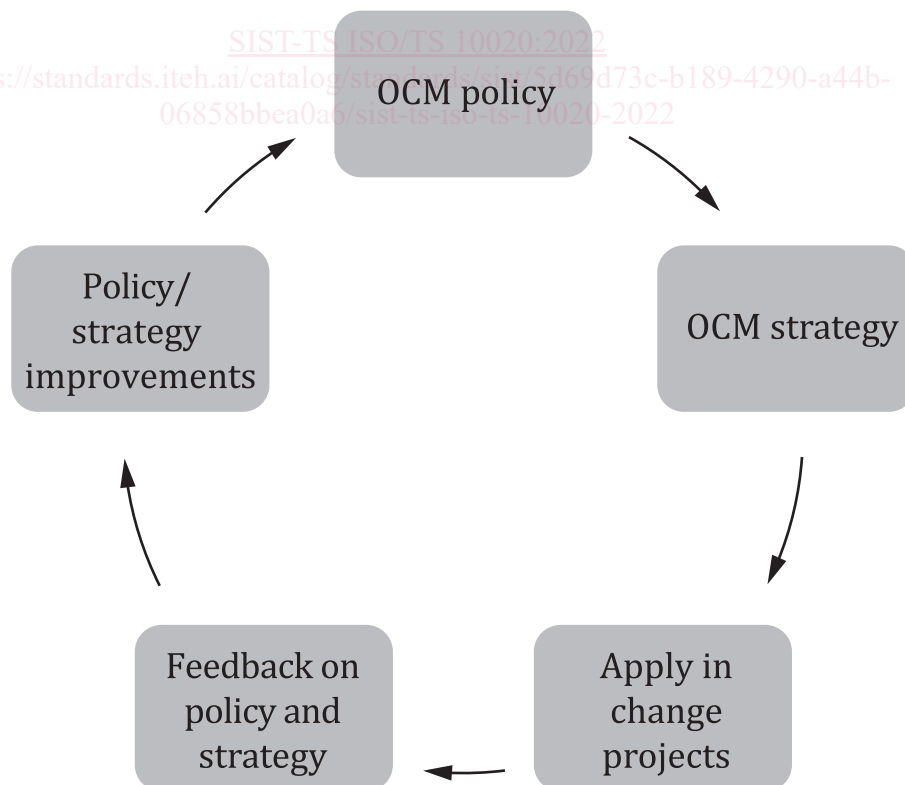


Figure 3 — Example OCM policy/strategy improvement