

---

---

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

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





**COPYRIGHT PROTECTED DOCUMENT**

© ISO 2022

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office  
CP 401 • Ch. de Blandonnet 8  
CH-1214 Vernier, Geneva  
Phone: +41 22 749 01 11  
Email: [copyright@iso.org](mailto:copyright@iso.org)  
Website: [www.iso.org](http://www.iso.org)

Published in Switzerland

# Contents

	Page
Foreword.....	v
Introduction.....	vi
<b>1 Scope.....</b>	<b>1</b>
<b>2 Normative references.....</b>	<b>1</b>
<b>3 Terms and definitions.....</b>	<b>1</b>
<b>4 Organizational change management concepts.....</b>	<b>2</b>
4.1 General.....	2
4.2 Organizations and interested parties.....	2
4.3 Conditions under which organizational change is likely to take place.....	2
4.4 OCM process perspective.....	3
4.5 Process model.....	3
<b>5 Governance process.....</b>	<b>5</b>
5.1 General.....	5
5.2 Process.....	6
5.3 Purpose.....	6
5.4 Outcomes.....	6
5.5 Developing OCM policy and strategy.....	6
5.6 Documented information.....	6
<b>6 Management processes.....</b>	<b>7</b>
6.1 General.....	7
6.2 Change scenario process.....	7
6.2.1 General.....	7
6.2.2 Purpose.....	7
6.2.3 Outcomes.....	7
6.2.4 Activities and tasks.....	8
6.2.5 Documented information.....	8
6.3 Interested party identification process.....	9
6.3.1 General.....	9
6.3.2 Purpose.....	9
6.3.3 Outcomes.....	9
6.3.4 Activities and tasks.....	9
6.3.5 Documented information.....	9
6.4 Intervention definition process.....	9
6.4.1 General.....	9
6.4.2 Purpose.....	10
6.4.3 Outcomes.....	10
6.4.4 Activities and tasks.....	10
6.4.5 Documented information.....	10
<b>7 Implementation processes.....</b>	<b>11</b>
7.1 General.....	11
7.2 Issue identification process.....	11
7.2.1 General.....	11
7.2.2 Purpose.....	11
7.2.3 Outcomes.....	11
7.2.4 Activities and tasks.....	11
7.2.5 Documented information.....	12
7.3 Affected interested party identification process.....	12
7.3.1 General.....	12
7.3.2 Purpose.....	12
7.3.3 Outcomes.....	12
7.3.4 Activities and tasks.....	13
7.3.5 Documented information.....	13