



**STRATEGY.  
OPERATIONS.  
TECHNOLOGY.**

# “How Do I Change Thee”

## SGH – FEI Chapter presentation

Catherine Daw, VP Strategic Consulting

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[www.diabsolut.com](http://www.diabsolut.com)  
1-877-341-3227



# What To Expect

## Session Goals:

- Simplify lessons learned into practical actions that markedly improve Change success
- Inspire, collaborate and problem-solve.



# Agenda

- The Biting Truth
- The Leadership Gap
- Common Pitfalls
- Stakeholder Expectations
- Managing Human Risk
- Who are your Change Influencers?
- Building a Change Foundation
- Concluding Remarks
- Your Experiences (Q&A)



Only a baby with a wet diaper wants  
changing . . .  
and even then,  
it cries throughout the process.

*Hunter Lovins*



# The Biting Truth

## 1. Organizational Change Management is *deceptively* difficult

- Humans are innately predisposed to resist Change

In 2005, 600,000 Americans had coronary bypass surgery.

All were told to “stop smoking, start walking, eat less, eat right, and cut out the alcohol”.

*How many were able to “make the change”?*

*Only 10% .*





# The Biting Truth

## 2. Change Leaders are in denial

- ⇒ Leaders chronically underestimate the effort and skill required to transform behaviours
- ⇒ We no longer live in the era of Mad Men

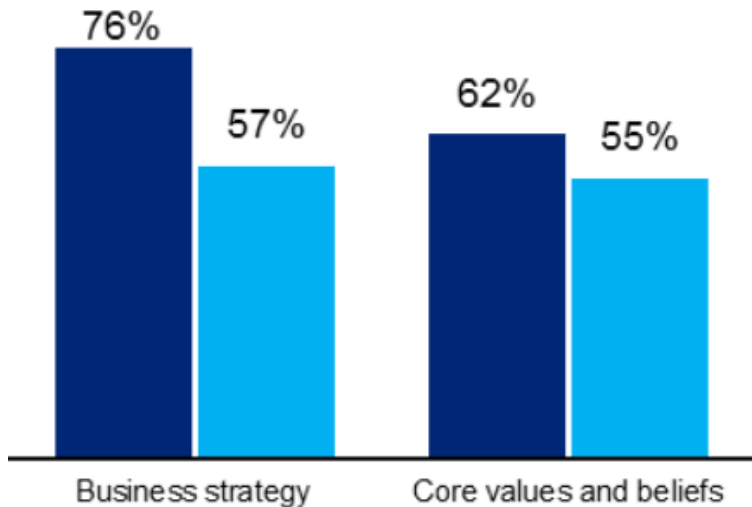




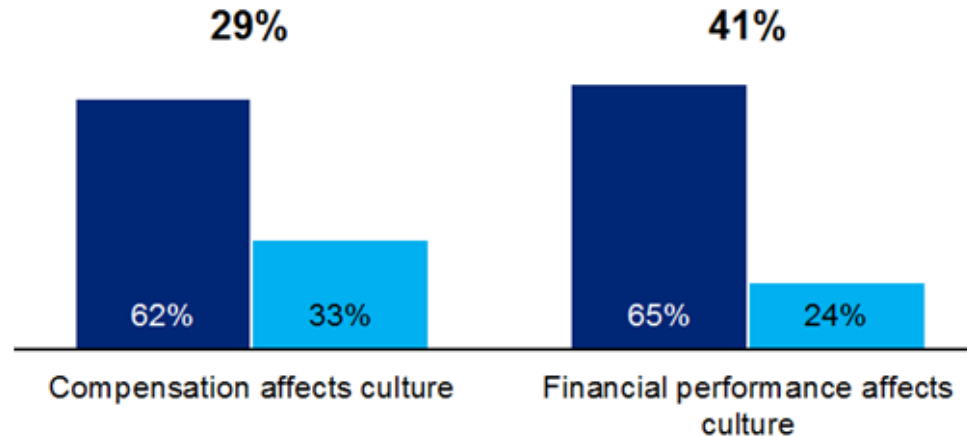
# The Leadership Gap

## 1. Leaders view the importance of people differently.

Factors that impact corporate success



Factors that impact workplace culture





# The Leadership Gap

## 2. Leaders are human.

- They cling to what they know.
- They have likely inherited the Change.



*Leadership alignment and resistance diffusion enabled through targeted coaching are key to moving those empowered with leading Change to first endorse it.*





# The Leadership Gap

3. Leaders gravitate to what is tangible, measurable, observable.



*Understand how your Leaders define “Change success”.  
Baseline the current state and establish KPIs that  
operationalize Stakeholder acceptance and adoption.*



# The Leadership Gap

4. Most Leaders are ill-equipped to lead change.



*Provide targeted coaching to clarify the importance and nature of Leaders' role in OCM. Handhold their involvement by providing checklists of "must-do" actions that promote Stakeholder engagement and minimize resistance.*



# Common Pitfalls

- Organizational Change is launched on a shaky foundation.
- People are a low priority.
- OCM is undermined.
- Key influencers are not leveraged.
- We fixate on Go Live.



## **Perception is Reality:**

*Why should Stakeholders engage?*



# Stakeholder Expectations

- Establish a climate of disclosure.
- Plan for the worst.
- Provide timely updates.
- Involve Stakeholders.
- Actively listen and respond to Stakeholders.





# Manage Human Risk

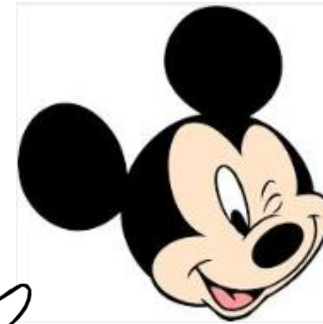
- Pace the Change
- Take a portfolio view
- Be melodramatic
- Acknowledge and diffuse known Resistance





# Leverage Change Influencers

- The Devil You Know
- The Eternal Optimist
- The Trusted Advisor





# Building a Foundation for Future Change

- ✓ Hire for Change competencies
- ✓ Establish a CMO
- ✓ Embed “minimum bar” OCM in all initiatives
- ✓ Add “People Change” to climate surveys
- ✓ Conduct and act on Lessons Learned
- ✓ Practice “The Golden Rule”





# Concluding Remarks

1. **Stakeholder adoption is *the key enabler* of Organizational Change.**
2. **There will never be an ideal time to implement Organizational Change.**
3. **Leaders are pivotal to Change acceptance and adoption.**
4. **Plan for every known Human Risk.**
5. **Change is the new constant. Change competency is imperative.**





**Knowing what you now know . . .**  
**What's "the one thing"**  
**you would do differently**  
**to improve the likelihood**  
**of Change success?**



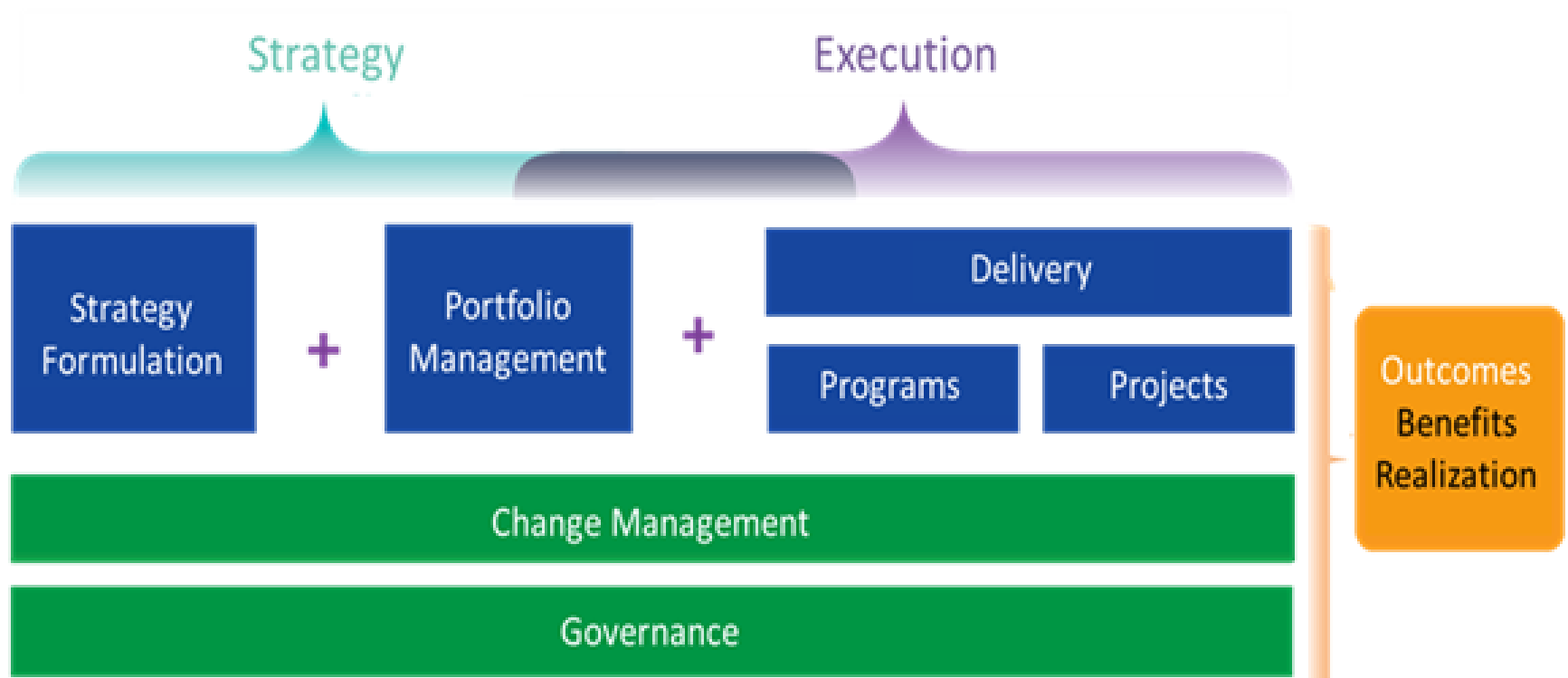
# Your Experiences (Q&A)





# SIM Framework

## The Strategic Initiative Management Framework





# CM Approach

**Best-practice based**

**Practical**

**Business Relevant**

**Benefits-driven**

**Collaborative**

**Leader-centric**

## EVALUATE

- ▶ Understand the Change rationale, mandate, anticipated benefits and known impacts
- ▶ Conduct preliminary “current state” assessments: Organizational Readiness, Stakeholder Analysis, High-level Business Impact, etc.

## DEFINE

- ▶ Define the comprehensive “end to end” Change Management strategy
- ▶ Leverage approved, best practice CM methodologies and tools
- ▶ Develop customized CM tactical plans and ensure alignment with broader CM Strategy

## FACILITATE

- ▶ Implement the following CM tactical plans:
  - Leadership Alignment & Coaching
  - Stakeholder Engagement
  - Communications
  - Change Resistance
  - Risk Mitigation
  - Transition / Workforce Planning
  - Training

## SUSTAIN

- ▶ Provide Sustainment support “post Go Live” to optimize Stakeholder adoption of and compliance with Change:
  - End User Support
  - Refresher Training
  - Monitoring & Reporting of Change KPIs
  - Change Reinforcement

PROGRAM JOURNEY

DISCOVERY

BUILD

DEPLOY

GO LIVE



STABILIZE

REALIZE





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