

Champions of Change

Harnessing the power of change leadership
when it matters most

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Fall 2019



... from your own experience

1. Successful Change:

2. Unsuccessful Change:

3. Principles of **Effective** Change:

Agenda:



Leadership competency
Change models
GE CAP model
Champions of Change
Organizational Learning*

Change Leadership Competencies

Build Trust &

Demonstrate Personal Accountability

Plan &

Execute Efficiently

Learn &

Adapt to Changing Conditions

Change is

a movement out of a **current state**
through a **transition state** and
to a **future state**

Lewin's Model



Change Management is

...a **systematic approach** to dealing with change, both from the perspective of an organization and on the individual level...proactively addressing adapting to change, controlling change, and effecting change.

Case Western Reserve University

Kotter's iconic change model

Eight Steps To Successful Change - John Kotter



GE's organizational research

100% of all changes evaluated as “Successful”
had a good technical solution or approach

Over 98% of all changes evaluated as
“Unsuccessful” also had a good technical solution
or approach

*What is the differentiating factor
between success and failure?*

Levels of change...

While change is about moving to a future state, change management is about **supporting individual employees –including key stakeholders- impacted by the change through their own transitions** - from their own current state to their own future state that has been created by the project or initiative.



GE's Key to EFFECTIVE Change

$$Q_{\text{uality}} \times A_{\text{cceptance}} = E_{\text{ffectiveness}}$$

Typical
change
initiative

8

x

1

=

8

Great technical solution
Low buy-in
Low effectiveness

Typical
response

9

x

1

=

9

Increase technical quality
Low buy-in
Low ROI

Better
response

8.5

x

3

=

25.5

Small investment to
increase acceptance
yields higher ROI

Isabelle's Iteration of GE's Key to EFFECTIVE Organizational Change

$$Q_{\text{uality}} \times A_{\text{cceptance}} = E_{\text{ffectiveness}} \rightarrow$$

$$Q_{\text{uality}} \times A_{\text{cceptance}} \times D_{\text{issemination}} = I_{\text{mpact}}$$

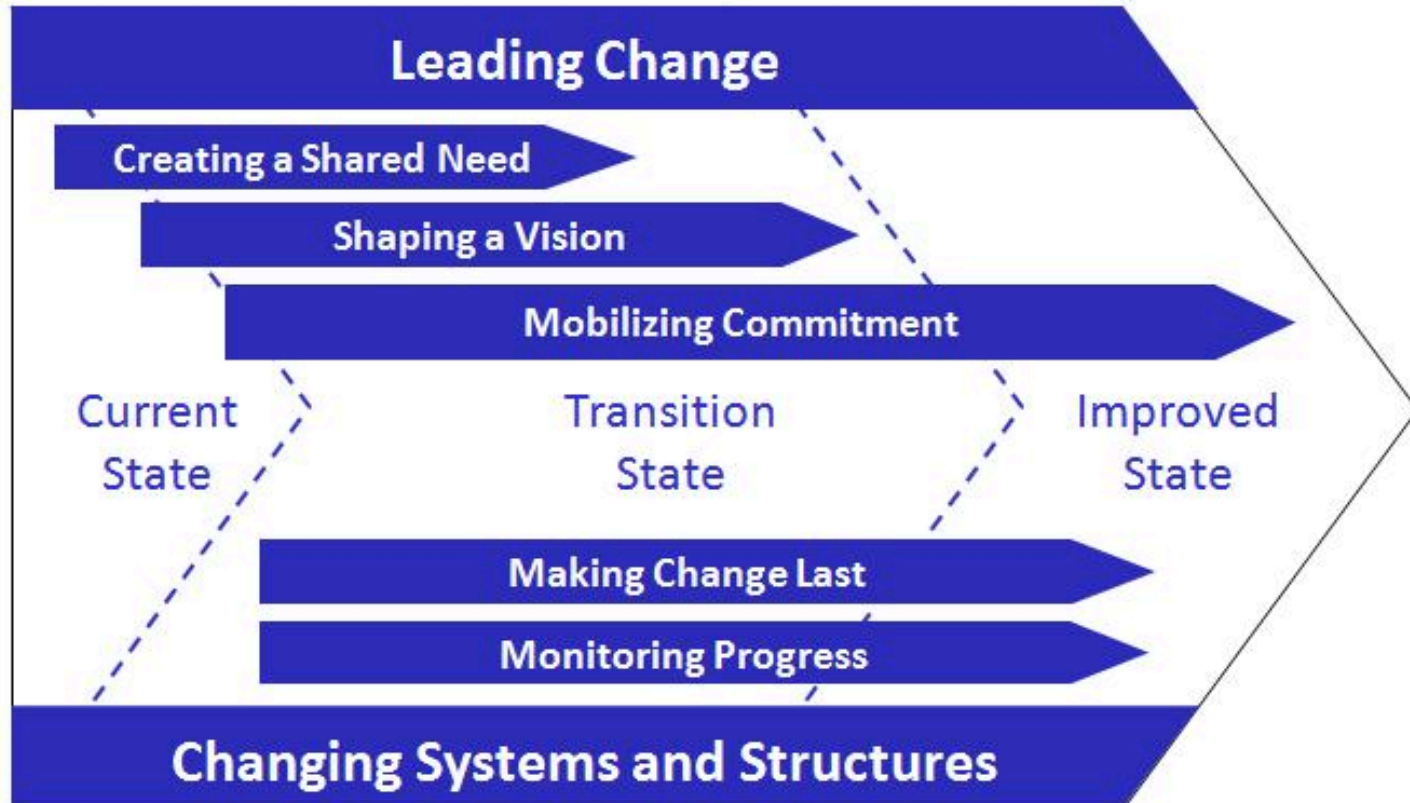
Where else in the organization does the problem occur?

Where can learning be translated?

Where can the solution be replicated?

GE's Change Model*

The Change Acceleration Process Model



Developed by project teams and organizational psychologists to increase project effectiveness.
Deployed with Lean Six Sigma through manufacturing and service industries.

CAP: A Model for Change

Leading Change	Having a sponsor/champion and team members who demonstrate visible, active, public commitment and support of the change.
Creating A Shared Need	The reason to change, whether driven by threat or opportunity, is instilled within the organization and widely shared through data, demonstration or demand. The need for change must exceed its resistance.
Shaping A Vision	The desired outcome of change is clear, legitimate, widely understood and shared; the vision is shaped in behavioral terms.
Mobilizing Commitment	There is a strong commitment from constituents to invest in the change, make it work, and demand and receive management attention; Constituents agree to change their own actions and behaviors to support the change.
Making Change Last	Once change is started, it endures, and learnings are transferred throughout the organization. Change is integrated with other key initiatives; early wins are encouraged to build momentum for the change.
Monitoring Progress	Progress is real; benchmarks set and realized; indicators established to guarantee accountability.
Changing Systems And Structures	Making sure that the management practices (Staffing, Development, Rewards, Measures, Communication, Organizational Design and Information Technology Systems) are used to complement and reinforce change

PrACTtice:

Your BB Project Strengths vs. Opportunities



Translating the Model to Key Assessment Questions

1. Who's leading this change? Do you have the visible, active support of key leaders and other managers? (Leading Change)

2. Have you identified all stakeholders in the change (those who will have to do something different as a result of the change or who will feel the impact of the change)? (All)

3. Do all stakeholders understand the shared need for the change and know that the status quo is unacceptable? (Creating a Shared Need)

4. Can the stakeholders clearly state the vision of what the future state (after the change is implemented) will look like. (Shaping a Vision)

5. Do you have a strategy to gain "buy-in" for each stakeholder group. (Mobilizing Commitment)

Translating the Model to Key Assessment Questions (Cont.)

6. Have you considered strategies and actions we can implement that will improve the chances the change will be sustained? (Making Change Last)

7. How will we drive accountability related to the change? (Making Change Last)

8. Have you identified key metrics related to the change – including baseline information. (Monitoring Progress)

9. Have you identified a key measure that we will monitor to determine if the change is being sustained? (Monitoring Progress)

10. Are there changes in the organization or department system and structures that are needed to support the change? (Changing Systems and Structures)

CAP ACTION Plan:

Key Strengths:

Opportunities:

Area of Focus:

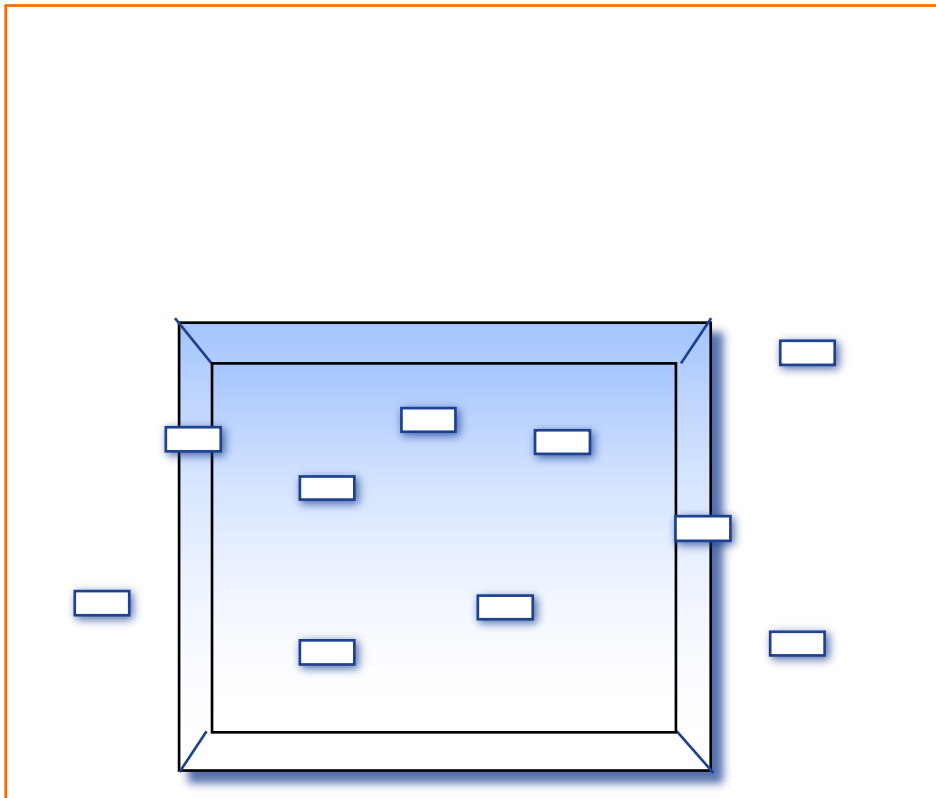
First Steps:

Project Scoping Tool

In & Out of the Frame

Used For:

Creating a visual picture of the elements “in scope” (frame) and “out of scope” for the project.



Leadership Assessment Tools:

Calendar Test (Time Audit)

Used For:

Stimulating thinking and team discussion about the degree of attention & commitment change leaders are modeling.

1. Identify 4-5 things you feel very strongly about (at home or at work).
2. Check your calendar for the last 2-3 months to see what % of your time is spent on those things you say are important to you

CAP Self-Assessment

Used For:

Assessing current capacity to show specific competencies in each of the seven core CAP processes.

Change Acceleration Process Self-Assessment					
	1	2	3	4	5
Leads change	1	2	3	4	5
Creates a shared need	1	2	3	4	5
Shapes a vision	1	2	3	4	5
Mobilizes commitment	1	2	3	4	5
Makes change last	1	2	3	4	5
Monitors progress	1	2	3	4	5
Changes systems & structures	1	2	3	4	5

Creating a Shared Need Tools:

Threat / Opportunity Matrix

Used For:

Framing the need for change as a combination of *threat* & *opportunity* over the short and long term

	Threat <i>If we don't make this change</i>	Opportunity <i>if we do make this change</i>
Short Term		
Long Term		

Three D's Matrix

Used For:

- Building your case for change with evidence using data, demonstration & demand
- Answers the question: “Can I prove it?”

Types of Proof	Examples
Data/ Facts: <ul style="list-style-type: none">▪ Numbers / trends / statistics▪ Graphs / Financials▪ Benchmark / competitive data	
Demonstrate: <ul style="list-style-type: none">▪ Finding Examples▪ Best Practices▪ Visiting other Organizations / Panels/ Pilots/ Testimonials	
Demand: <ul style="list-style-type: none">▪ Dynamic Leadership (Setting High Standards/ Accountability)▪ Customers / Suppliers / Competition (Int. / Ext.)	

Shaping a Vision Tools:

Key Phrases Exercise

Used For:

Involving all team members and capturing individual perspectives

1. Individually jot down key phrases that capture the essence of why the team exists.
2. Collect and collate into vision statement.
3. "Test" on customers, vendors, employees.
4. Modify as necessary.

Backward Imaging Exercise

Used For:

Helping team members think about the future they are working to create

1. Imagine a point in the future when the project has been very successful.
2. Find words to describe what you would see, hear, feel as you observe key stakeholders functioning in the new, changed state.
3. Collate, debate, reach consensus on your vision statement, "test" on others & modify

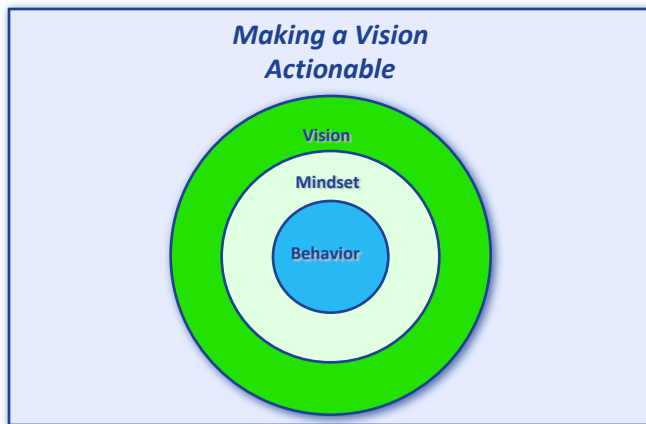
*Shared Visions come from collective efforts
that reflect individual perspectives*

Focusing Vision on Behaviors:

Bull's Eye Chart Exercise

Used For:

Developing a Vision that is stated in actionable, behavioral terms



More of/Less of Exercise

Used For:

Clarifying what the team expects from the new state in behavioral terms

Vision _____	
<u>Behaviors</u>	
<u>More of</u>	<u>Less of</u>
•	•
•	•
•	•
•	•
•	•

Stating the Vision in actionable, behavioral terms helps the team gain commitment and identify sources of resistance

Resistance to Change



People don't resist change. They resist changes they don't like and can't control.

Mobilizing Commitment Tools:

Stakeholder Analysis For Change

Used For:

Identifying stakeholders and their current level of commitment to the change initiative

<u>Stakeholder Analysis for Change</u>					
Names	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive

Technical-Political-Cultural Analysis

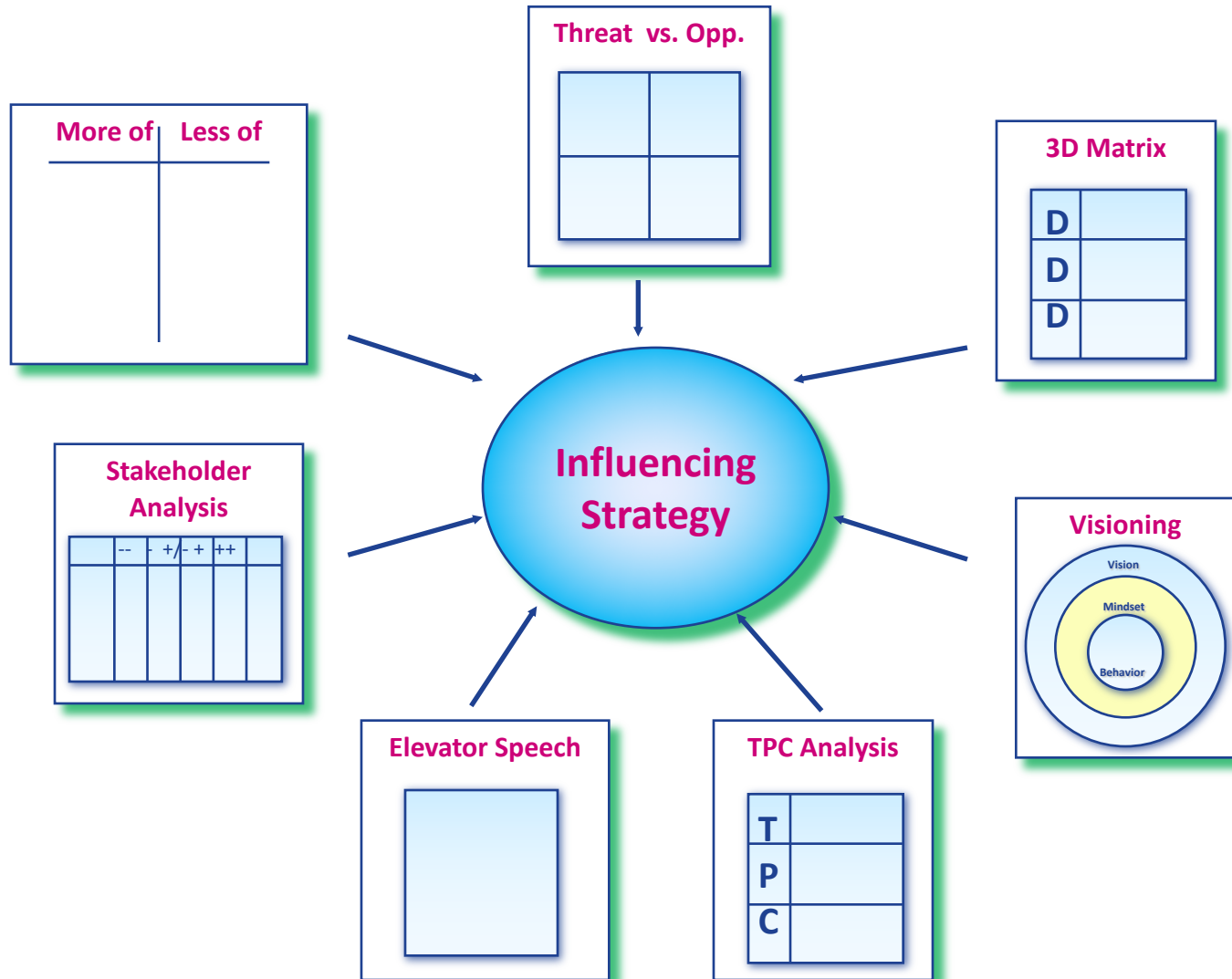
Used For:

Identifying, labeling and understanding sources of resistance

Sources of Resistance	Definition Causes of Resistance	Examples	Rating
Technical			
Political			
Cultural			

People resist or support change for a variety of reasons.

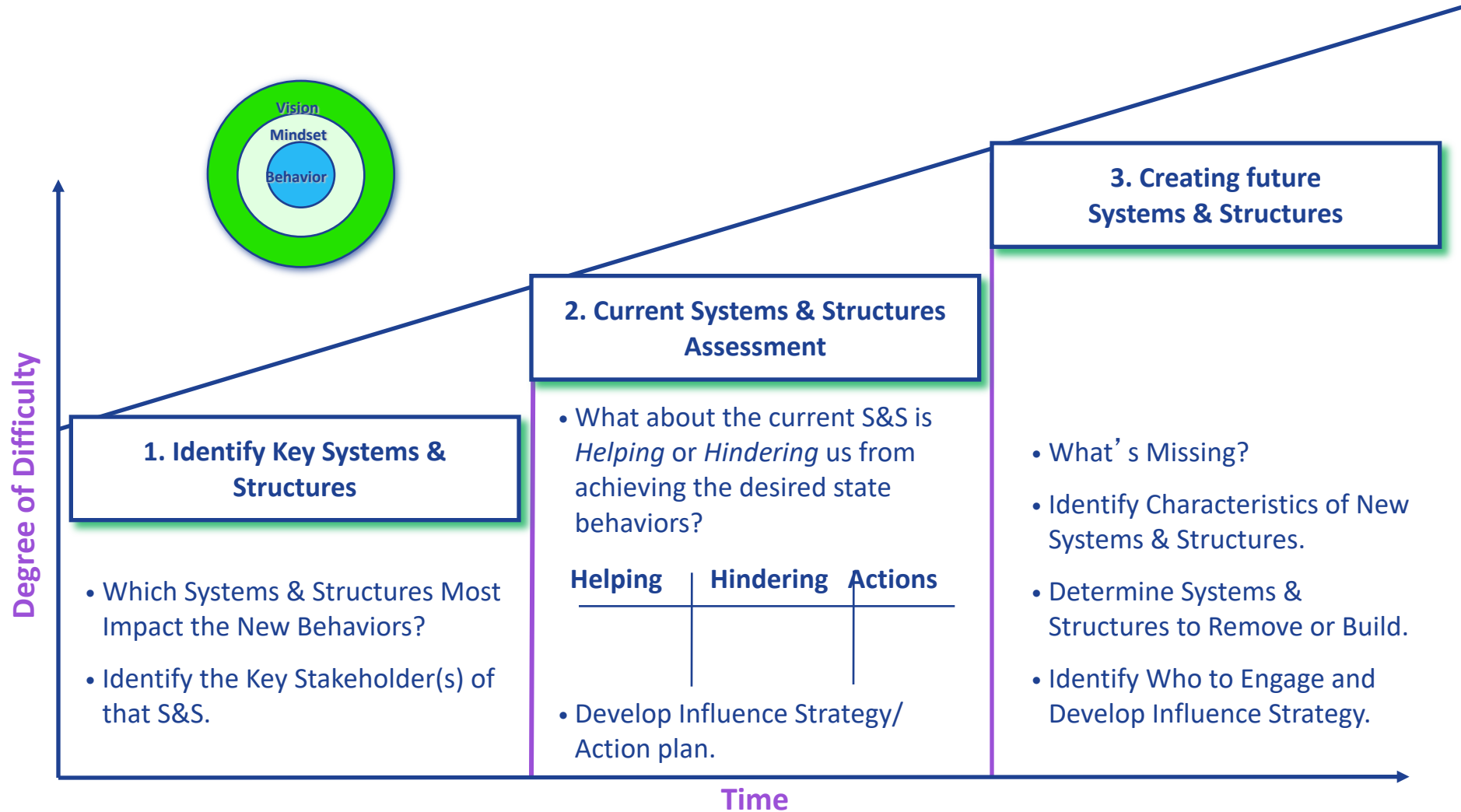
CAP Toolkit:



Factors to Consider:

Staffing	(Acquiring/placing talent)
Development	(Building competence/capability)
Measures	(Tracking performance)
Rewards	(Recognizing/rewarding desired behavior)
Communication	(Using information to build and sustain momentum)
Organization Design	(Organizing to support the change initiative)
IT Systems	(Utilizing IT technology to enable changes to be successful and sustained)
Resource Allocation	(Adjusting or planning for financial and other resources to support the change project)

Three Step Alignment Process



Communication Planning Matrix:

Channel	Announce the CAP Project	Clarify the Vision	Begin to Mobilize Commitment	Begin to Monitor Progress	Changing Systems & Structures
Written: <ul style="list-style-type: none"> • Org. Announcement • Press Release • Social Media • etc. 					
Spoken: One-on-many <ul style="list-style-type: none"> • All employees meeting • Weekly staff meeting • Operating managers meeting • Etc. 					
Spoken: One-on-one					
Symbolic: <ul style="list-style-type: none"> • Offsite conference • Press conference • etc. 					

Used For:

- Communication Strategy (various channels)

Indicate those that are suitable for:

- Providing Information
- Persuading
- Empowering

Include:

- Audience
- Who
- When
- Where

Revised CAP ACTION Plan:

Key Strengths:

Opportunities:

Area of Focus

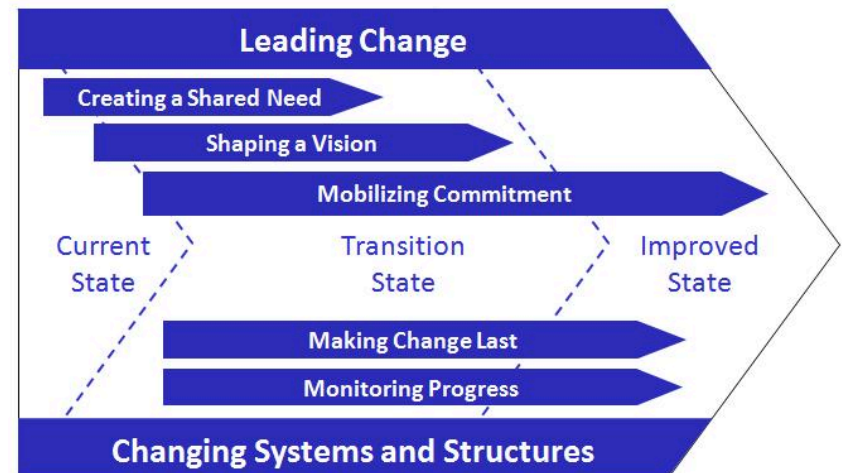
First steps

GE CAP Model:

Integrating change management and change leadership

- A flexible/nonlinear model used throughout a change process
- A strategy for influencing choices and behaviors
- A way to facilitate commitment and behavioral change through team dialog and action

The Change Acceleration Process Model

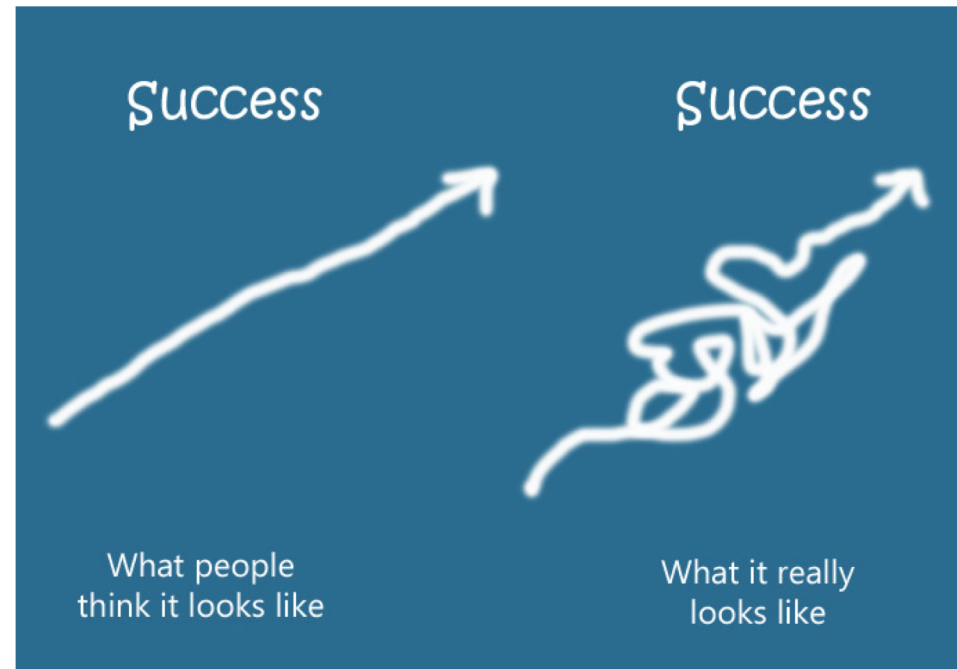


Lean Six Sigma



How we teach it

What actually happens





**It's
a
Volatile
Uncertain
Complex
&
Ambiguous
World**

Vision
Understanding
Clarity
Agility

Leading in a VUCA world

Create Psychological Safety

- Managing Emotions

- Situational Awareness

- Dealing with Ambiguity

- Sensemaking (connecting the dots)

Be Agile / Lead Agile

- Learning Agility

- Adaptability

Cultivate Self-awareness

- Metacognition (thinking about your thinking)

Know Your Why

In times of profound change,
the learners inherit the earth,
while the learned
find themselves beautifully equipped
to deal with a world
that no longer exists.

- Eric Hoffer

Lead for Change

“It is not the strongest of the species that survive
nor the most intelligent,
but the most adaptable to change.”

- *Charles Darwin*