How To Make Change Happen?
Identifying Organizational Change Agents

Steve Beise, Domain Leader
Objectives

Set Context and Frame-up “Change”

Provide Tools to Identify Change Agents

Provide Key Elements for Setting up Change Agents for Success
Context
Frame-up “Change”
Drivers of Change

Organizational Lifecycle from Faust Management Consulting
Why Do We Need Change Agents?

- Change is hard
- Humans generally resist
- Individual level
- Inertia
- Risky
- Stuck
Adventure Team Challenge
Vehicles for Change

- Incidents / Bugs
- Enhancements
- Capability / Organizational Change
- Projects
- Programs
Kinds of Change

Transformation
Fundamental changes in strategy and direction

Step Change
End to end changes in capability

Incremental Change
Performance improvement of existing capability

Scale of Scope & Benefits

Risk / Reward

Time to Achieve
Management vs. Leadership

- **Change Management**
  - Tactical
  - Control the change

- **Change Leadership**
  - More strategic
  - Executive support
  - Enable the change

**Chief Change Officer™?**
Change Leadership Process

Dean Anderson and Linda Ackerman Anderson
The Change Leader’s Roadmap
Jossey-Bass, 2010
<table>
<thead>
<tr>
<th>Awareness</th>
<th>Need for change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desire</td>
<td>Support and participate in the change</td>
</tr>
<tr>
<td>Knowledge</td>
<td>How to change</td>
</tr>
<tr>
<td>Ability</td>
<td>Implement the change</td>
</tr>
<tr>
<td>Reinforcement</td>
<td>Sustain the change</td>
</tr>
</tbody>
</table>

http://www.change-management.com
Why Organizational Change Management (OCM)?

**Purpose:** Assimilation and adoption

**Goal:** Move stakeholders through change lifecycle to “new normal”

Commitment to Change vs. Time graph:
- Awareness
- Desire/Understanding
- Acceptance
- Adoption
- Sustain/Reinforcement
- Go Live
How Much Communication?

[Diagram showing the relationship between degree of change and organizational impact with a 7x magnification]
Adoption Curve: What if You Don’t Do Anything?

- **Stakeholders are unaware** of the vision, scope, impact, and outcomes, etc. for capability.
- **Misunderstanding** of vision, objectives, outcomes, impacts of capability.
- **Stakeholders believe capability** may present a negative impact to them (loss of control, capabilities, etc.).
- **Support withdrawn** (time/resources/involvement) that was previously allocated to the project is now retracted by stakeholders.
- **Stakeholders commit to termination of the project** – either openly or covertly.

**Commitment to Change**
- **Unaware**
- **Confusion**
- **Negative Perception**
- **Support Withdrawn**
- **Go Live**
- **Capability Terminated**

**Time**
How do we stop that from happening?
Identifying Change Agents
Process to Find Change Agents

- Stakeholder Analysis
- Change Agent Profile
- Recruit
When To Do Stakeholder Analysis

Start at the beginning of the project. Update when:
- Change in stakeholders
- Organizational changes
- Change in priorities
- Project change
What’s the Stakeholder Analysis Process?

- Brainstorm List
- Identify Power, Influence, Interest
- Identify Characteristics
- Develop Action Plan

Stakeholder Management Plan
# Sample Stakeholder Management Plan

<table>
<thead>
<tr>
<th>Power (Estimate)</th>
<th>Interest (Estimate)</th>
<th>Confidence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>H</strong> High; Veto Power</td>
<td>++ Strongly in favor</td>
<td>! Fully confident</td>
</tr>
<tr>
<td><strong>M</strong> Medium; slim chance of success without their support</td>
<td>+ Weakly in favor</td>
<td>? Reasonably confident</td>
</tr>
<tr>
<td><strong>L</strong> Little or no influence on the results</td>
<td>0 Indifferent or undecided</td>
<td>?? Informed guess</td>
</tr>
<tr>
<td></td>
<td>- Weakly opposed</td>
<td>? Wild guess</td>
</tr>
<tr>
<td></td>
<td>-- Strongly opposed</td>
<td>??? Wild guess</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Power</th>
<th>Interest</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>H</strong></td>
<td>++</td>
<td>No additional action required</td>
</tr>
<tr>
<td><strong>M</strong></td>
<td>--</td>
<td>Meeting with S2 on mm/dd/yyyy</td>
</tr>
<tr>
<td><strong>L</strong></td>
<td>+</td>
<td>Confirm the assumptions</td>
</tr>
</tbody>
</table>
# Sample Stakeholder Action Plan

## Level of commitment

<table>
<thead>
<tr>
<th>Enthusiastic support</th>
<th>S1</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
<th>S5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will work hard to make it happen</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Help it work</th>
<th>S1</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
<th>S5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will lend appropriate support to implement solution</td>
<td>🟠</td>
<td>🟦</td>
<td></td>
<td></td>
<td>🟠</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Compliant</th>
<th>S1</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
<th>S5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will do minimal acceptable and will try to erode the standard</td>
<td>🟠</td>
<td>🟦</td>
<td>🟠</td>
<td></td>
<td>🟠</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hesitant</th>
<th>S1</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
<th>S5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holds some reservations won't volunteer</td>
<td></td>
<td></td>
<td>🟠</td>
<td></td>
<td>🟠</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indifferent</th>
<th>S1</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
<th>S5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Won't help; won't hurt</td>
<td></td>
<td></td>
<td></td>
<td>🟠</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Uncooperative</th>
<th>S1</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
<th>S5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will have to be prodded</td>
<td></td>
<td></td>
<td></td>
<td>🟠</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opposed</th>
<th>S1</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
<th>S5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will openly act on and state opposition to the solution</td>
<td></td>
<td></td>
<td>🟠</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hostile</th>
<th>S1</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
<th>S5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will block the implementation of solution at all costs</td>
<td></td>
<td></td>
<td>🟠</td>
<td></td>
<td>🟠</td>
</tr>
</tbody>
</table>

## Actions

- Why? What is in it for *them*?
- Ask for help/Escalate to sponsor

- 🟠 = Current state
- 🟦 = Desired state
Change Agent Profile

- Credible
- Highly energetic
- Enthusiastic about change
- Go-getters
- Able to think beyond status quo
- Well regarded for their professional knowledge
- Good track record of performance
- Skilled in working with people / building relationships
- Good at problem solving
- Effective communicator
- Capable of effectively executing the change process
Recruit Change Agents

- Power
- Resources
- Supports

Against
  - Convert
  - Trust / Relationships

Inspires
Setting Change Agents Up for Success
Start with “Why”…

- Purpose
  - Why are we here?
  - What is our organization’s purpose?
  - Who are we?
  - Where are we going?
  - What do we value?
  - How will this benefit the customer / the organization?

- Vision

- Mission

- Values

- Business Model
Understand the “What”…

- **Strategy**

- **Context**
  - What’s changing
  - What’s not changing

- **Expected Outcomes**
  - Criteria for success
  - Measures

- **How does this change align to purpose / strategy?**

- **What must we do to deliver our business’ purpose?**

- **What will be changing?**

- **What results are we looking for?**
Understand the “How”…

- People
  - Roles & responsibilities

- Process
  - Who does what when

- Tools
  - Decision making
  - Communication

- What are the expectations?
- What are we good at?
- What are the key steps?
- Who is responsible, accountable?
- What do we need to get our job done?
Understand the “How”…

- SWOT / Drivers
- Assess Current State (Baseline)
- Project & Org Change Management / Leadership
- Validate Vision & Strategy
- Blueprint / Roadmap
- Wave 1 . . . N Design and Implementation
Roles & Responsibilities

**Lines of Business**
- Business goals and objectives definition
- Market research and analysis
- Business case development
- Identification of ideas

**Technical Roadmap**
- Strategic direction and investment proposals to support the business

---

**Business Requirements (Michael)**
- Requirements Development
- Requirements Management
- Requirements Traceability

**Design (Ken)**
- Technical Design
- Product Config

**Development (Bob)**
- Solution Development Methodology

**Testing (Bob)**
- Unit Testing
- System Testing
- Integration Testing
- Performance Testing
- User Acceptance Testing
- Planning/Usage of Testing Environments

**Deployment (Bob)**
- Software Config Management
- Operations Acceptance
- Software Installation
- Hardware Installation

**Technical Operations (Ann)**
- Asset Health
- Ongoing Business Process & Application Monitoring
- Environment Health
- Unique Support requests

**Program and Project Management (Jim)**
- Program Management Standards with Governance
- Project Management Standards with Governance
- Estimating

**SDLC (Solution Development Life Cycle) (Bob)**
- Solution Development Methodologies (Waterfall, Agile, etc.)
- Application Maintenance
- Application Decommissioning

**Enterprise Architecture (Keith)**
- Business Architecture (Function, Capability, Process in the ITMM)
- Technical Architecture (including SYSTEM, SECURITY, NETWORK, COMPUTER, INFORMATION, SOFTWARE, HARDWARE, INFRASTRUCTURE)
- ITMM (Information Technology Maturity Model)
- Strategic Planning/Technical Governance

**Portfolio Management Office (Diane)**
- Portfolio Management & Project Governance
- Strategic and Capital Planning
- SoX Compliance
- Universal Life Cycle (ULC) Framework with Governance and Communication

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**Business Operations**
- Closed Loop Process – verify cost and benefit after project closure

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Roles & Responsibilities

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<tbody>
<tr>
<td>- Business goals and objectives definition</td>
<td>- Requirements Development</td>
<td>- Technical Design</td>
<td>- Solution Development Methodology</td>
<td>- Unit Testing</td>
<td>- Software Config Management</td>
<td>- Asset Health</td>
</tr>
<tr>
<td>- Business case development</td>
<td>- Requirements Traceability</td>
<td></td>
<td></td>
<td></td>
<td>- Unique Support requests</td>
<td>- Environment Health</td>
</tr>
<tr>
<td>- Lines of Business process improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- ITMM (Information Technology Maturity Model)</td>
</tr>
</tbody>
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**Process Owner**
- Defines practice: services, process, techniques, templates, roles / responsibilities, guidelines and standards
- Governance: determines practice approval / review requirements and governance needed to support consistency and quality
- Continuous Improvement: provides continuous improvement and coordination with PMO, SDLC, and impacted downstream practice/process areas
- Coach / Mentor / Train: trains and mentors specific to practice area
- Owns Tool: owns tool selection and support

**Lines of Business**
- Business goals and objectives definition
- Market research and analysis
- Business case development
- Lines of Business process improvement
- Lines of Business operations improvement

**Business Requirements (Michael)**
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- Estimating
### Keys to making change happen:

- **Change is hard**
- **Individual level**
- **Kind of change**
- **Challenging to sustain**
- **Never underestimate**

- **The Why…**
- **The What…**
- **The How…**
- **“New normal” / new language in culture**
- **Communicate x7**

- **Align to Vision / Strategy**
- **Visible / Updated Roadmap**
- **Process Owners**
- **Roles & Responsibilities**

---

*Be the Chief Change Officer for your organization!*
Q & A
Thank you!

Steve Beise
E2 – Management Domain Leader

sbeise@trissential.com
952.595.7970
THE SHAPE OF BUSINESS IMPROVEMENT
About Trissential

- Management consultants focused on Improvement
- 130 employees with offices in Minnesota, Wisconsin & Illinois
- Senior Essentialists (consultants) with deep business experience
- The Essential Business Model
- Driven by 100% client satisfaction
- Focused on improvement.

Recognizable Logos

- MoneyGram
- OshKosh
- Mayo Clinic
- Land O’ Lakes
- Diversey
- Xcel Energy

Awards & Accolades

- Business Journal Best Places To Work
- Inc. 500
- Finance & Commerce Minnesotans On The Move 2011

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Sample Stakeholder Prioritization Quadrant

- **Keep Satisfied**
  - GM- A.M
  - CEO- A.R
  - VP- A.A

- **Manage Closely**
  - Mgr- H.Q
  - Mgr- A.S

- **Monitor Minimum Effort**
  - press
  - Mgr- W.B
  - Government sector

- **Keep Informed**
  - contractor
  - Coworker- A.H

Coding:
- Supporter
- Blocker
- Neutral

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### Communication and Change Approach

#### Inputs

<table>
<thead>
<tr>
<th>Stakeholder Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Conduct appropriate assessments</td>
</tr>
<tr>
<td>• Create comprehensive, global communication plan</td>
</tr>
<tr>
<td>• Leverage existing programs and communication vehicles</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cultural Change Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Create a project-based vision; drive a consistent vision for “new normal”</td>
</tr>
<tr>
<td>• Embrace framework and process</td>
</tr>
<tr>
<td>• Educate, mentor, and coach</td>
</tr>
<tr>
<td>• Prioritize best practice change tactics</td>
</tr>
<tr>
<td>• Assess stakeholder baseline</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Conduct training, learning, and user assessments—accommodate differences</td>
</tr>
<tr>
<td>• Use blended training program</td>
</tr>
<tr>
<td>• Role-based, process driven</td>
</tr>
<tr>
<td>• Leverage automation &amp; internal resources</td>
</tr>
</tbody>
</table>

#### Results

1. **Reduce Stakeholder uncertainty and maximize adoption**
   - Identify and analyze primary and secondary stakeholders
   - Alleviate inevitable anxiety among stakeholders (FUD)
   - Proactively target & engage key stakeholders in the process

2. **Facilitate a positive employee experience**
   - Communicate to the level required for engagement and results
   - Provide clear and tailored communication to stakeholders
   - Simplify the transition process for impacted users & non-users

3. **Manage the transformation while sustaining operations**
   - Balance involvement in the project with operations management
   - Introduce the future state in a planned, methodical manner

4. **Achieve go-live/transition readiness**
   - Prioritize key needs to sustain operations & prepare for go-live
   - Ensure all staff have the tools and direction needed to do their jobs

5. **Create skilled staff readiness to manage future-state operations**
   - Build knowledge and skills throughout the life of the project
   - Define and build capabilities so the organization can move forward autonomously
Declare the “new normal”
Scope of Change

AN INTEGRAL APPROACH

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Experience</strong></td>
<td><strong>Behavior</strong></td>
</tr>
<tr>
<td>◆ Values</td>
<td>◆ Plans</td>
</tr>
<tr>
<td>◆ Attitudes</td>
<td>◆ Actions</td>
</tr>
<tr>
<td>◆ Commitment</td>
<td>◆ Decisions</td>
</tr>
<tr>
<td>◆ Responsibility</td>
<td>◆ Performance</td>
</tr>
<tr>
<td>◆ Intention</td>
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<td>◆ Mood</td>
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<tr>
<th><strong>Culture</strong></th>
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<td>◆ Shared Values</td>
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<td>◆ Morale</td>
<td>◆ Work Processes</td>
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<td>◆ Myths &amp; Legends</td>
<td>◆ Policies &amp;</td>
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<tr>
<td></td>
<td>Procedures</td>
</tr>
<tr>
<td></td>
<td>◆ Economics</td>
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<tr>
<td></td>
<td>◆ Contracts</td>
</tr>
</tbody>
</table>

(Adapted from a model created by Ken Wilber)
To learn more…

http://www.kotterinternational.com
http://www.change-management.com
http://www.changeleadersroadmap.com
http://www.ti.gatech.edu
http://www.trissential.com