CHALLENGES TO EFFECTIVELY
Implementing Change

58%
of organizations say attitude and mindset are major change challenges when implementing change

Source: IBM Global Business Services: Making Change Work

What makes CHANGE successful?

92% top management sponsorship

72% employee involvement

48% change supported by culture

36% adjustment of performance measures

19% monetary and non-monetary incentives

Source: IBM Global Business Services: Making Change Work

"I feel we are focusing well on new/needed technology change, but not enough on the right resources to adopt and deliver the change . . . which often requires a new way of thinking and working with both new personnel and improved education on new capabilities with existing personnel. This also applies to the interpersonal skill sets required as we move to more matrix delivery orgs. More work is needed with matrix orgs — org design and ways of working."

~ Executive Leader, Global Hospitality

EFFECTIVE PRACTICES mentioned by executives who responded to our survey on accelerating change:

• As leaders: be visible, advocate, and role model the change

• Openly communicate the challenges and why we have to change — help people understand the impact of the change

• Encourage ongoing conversations and socialize the initiative

http://bit.ly/change-scorecard

Focus
- Linking to the business context
- Establishing a vision and case for change
- Managing change priorities
- Measuring change
- Reinforcing FROM → Behaviors
- Creating change messages
- Developing a project team change plan
- Developing a personal change plan

Align
- Enrolling and aligning leaders
- Reinforcing and rewarding desired behaviors
- Influencing across the business
- Aligning organization factors
- Aligning people to the change
- Aligning self to the change

Sustainment

Focus	Model
	Effectively leading change
Align	Engage

Sustainment
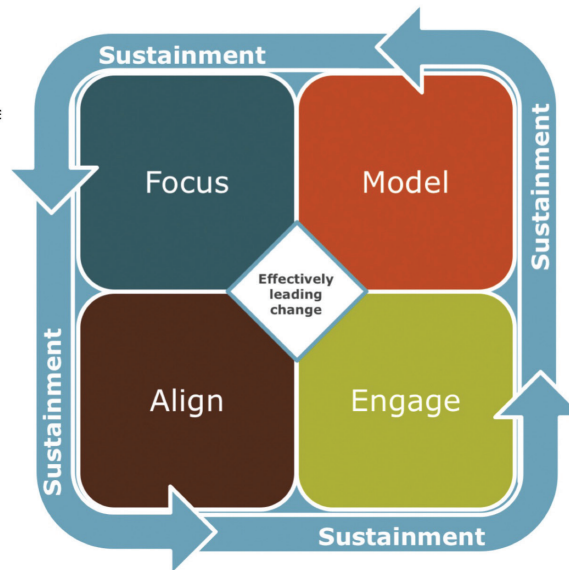
Model
- Leading self through change
- Coaching and giving feedback on behaviors
- Nurturing change champions
- Being vulnerable in leading change
- Sponsoring change

Engage
- Getting feedback, listening and adjusting
- Involving leaders, stakeholders, employees
- Overcoming resistance to change
- Engaging the head, heart, and hands
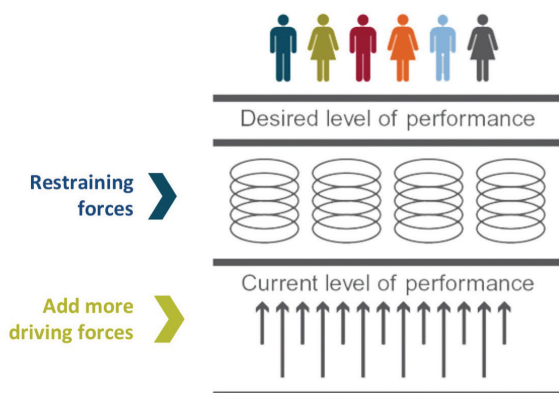- Telling the change story

Sustain
- Maintaining momentum and watching for regression
- Measuring progress and rewarding success
- Handing off to the business and engaging owners
- Assessing learnings

source: Daloisio, Tony and Lyman, Kendall. Change the Way You Change.
www.changethewayyouchange.com

# The greatest challenge in an organizational transformation is PEOPLE

MANAGEMENT AND LEADERSHIP OF CHANGE

A management approach

Desired level of performance

Restraining forces ▸

Current level of performance

Add more driving forces ▸

1. Define the current level of performance
2. Determine the desired level of performance (goals/objectives)
3. Create plans (driving forces) to achieve the goals/objectives
4. Invest and deploy more driving forces

A leadership approach

Desired level of performance

Psychological and cultural restraining forces transformed into commitment ▸

Current level of performance
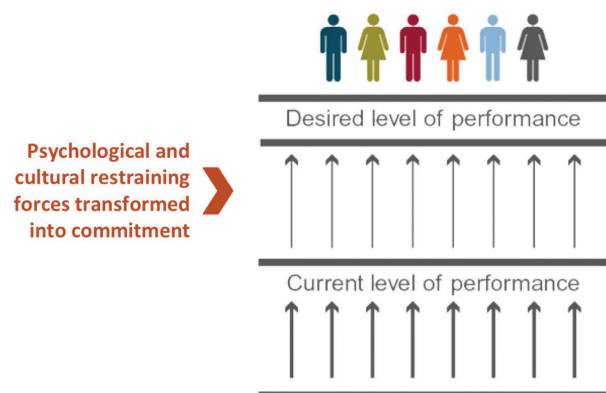
1. Establish a shared vision
2. Assess the current state of alignment
3. Understand the psychological and cultural restraining forces
4. Transform restraints into commitment

source: Grosberg, Dee. Leadership Empowerment: Turning Resistance to Commitment.

Scorecard
ACCELERATING THE LEADERSHIP OF CHANGE

This survey is designed to help leaders improve their effectiveness at leading change by asking questions about each of the 5 roles of leaders who accelerate business performance: **Focus, Align, Engage, Lead,** and **Sustain** as described in *CHANGE The Way You Change: 5 Roles of Leaders Who Accelerate Business Performance*, Lyman & Daloisio, 2017. Clearwater Consulting Group is certified in the program.

INSTRUCTIONS: Go online to complete this survey and request a copy of the summary of results. Share this survey with your team for a great discussion around a particular change initiative your organization is tackling.

> *Complete this survey online:* **http://bit.ly/change-scorecard**

At the end of the online survey, you will have a chance to request the overall results from this survey.

FOCUS *Rate leadership on the following:*

	STRONGLY DISAGREE				STRONGLY AGREE	DON'T KNOW
1. We have a compelling case for change that is well understood by all employees.	1	2	3	4	5	0
2. We have a clear change charter that describes the "why" of the change and engages employees in the "how."	1	2	3	4	5	0
3. It is clear what needs to change to accomplish our objectives.	1	2	3	4	5	0
4. We have quantified the impact to the business of the change initiative's success and/or failure.	1	2	3	4	5	0
5. We have clearly defined behaviors that employees need to stop and start doing to achieve the new goals and desired culture.	1	2	3	4	5	0

ALIGN *Rate leadership on the following:*

	STRONGLY DISAGREE				STRONGLY AGREE	DON'T KNOW
6. We have identified who will be impacted by the change and how their work will change.	1	2	3	4	5	0
7. We have identified the organizational risks associated with lack of alignment and developed mitigation plans.	1	2	3	4	5	0
8. Leaders work to align employees' passion and energies with the direction of the change initiative.	1	2	3	4	5	0
9. Leaders work to align teams to the change by balancing interests, resources, accountabilities, schedule, and results.	1	2	3	4	5	0
10. Leaders work to identify and align the organizational factors (processes, structure, responsibilities, rewards, information, decision making) that will drive the desired cultural behaviors.	1	2	3	4	5	0

ENGAGE *Rate leadership on the following:*

	STRONGLY DISAGREE				STRONGLY AGREE	DON'T KNOW
11. Leaders actively help employees overcome resistance to change and successfully navigate transitions by providing information and support.	1	2	3	4	5	0
12. We have plans in place for stakeholder engagement, communication, and involvement.	1	2	3	4	5	0
13. Leaders both create organizational conditions and enable employees to own their own drivers of engagement.	1	2	3	4	5	0
14. We track employee understanding, acceptance, and commitment and adjust engagement plans accordingly.	1	2	3	4	5	0
15. Senior leaders work to engage all leaders throughout the organization to create a unified and aligned leadership group.	1	2	3	4	5	0

LEAD *Rate leadership on the following:*

	STRONGLY DISAGREE				STRONGLY AGREE	DON'T KNOW
16. Leaders model the change they seek in employees.	1	2	3	4	5	0
17. Leaders work to eliminate the underlying barriers to organizational change (mistrust, lack of clarity, low engagement, organizational misalignments).	1	2	3	4	5	0
18. Senior leaders are intimately involved in the change initiative to provide resources, direction, support, and remove organizational constraints.	1	2	3	4	5	0
19. Senior leaders work to align leadership priorities, time and attention, and behaviors at every level.	1	2	3	4	5	0
20. Leaders work to improve the collective leadership effectiveness throughout the organization.	1	2	3	4	5	0

SUSTAIN *Rate leadership on the following:*

	STRONGLY DISAGREE				STRONGLY AGREE	DON'T KNOW
21. Leaders stay involved in the planning, training, implementation, and overall coordination of the sustainment phase.	1	2	3	4	5	0
22. An implementation team is in place working through the details and necessary adjustments of the rollout plan.	1	2	3	4	5	0
23. Leaders work to enable transitions for customers, people, technology, processes, and systems and capture the learnings from successes and failures.	1	2	3	4	5	0
24. We track and celebrate small wins while waiting to achieve long-term results.	1	2	3	4	5	0
25. The transition team ensures the project is "picked up" and owned by the business operating team who embeds it into the standard business practices.	1	2	3	4	5	0

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