

Change Ensurance[®]

Laurence P. Chait
Managing Director

CHAIT&ASSOCIATES, INC.
LEXINGTON, MA

617-299-0290
CHAIT.L@CHAITASSOCIATES.COM

Agenda

- **Why worry about change?**
- **Change programs—success or failure?**
- **Why does change fail?**
- **How to ensure success**
- **Case study**
- ***Change Ensurance*[®]**

Why Worry about Change?



Nothing endures but change.

Heraclitus, Greek Philosopher



Observe always that everything is the result of a change...

Marcus Aurelius, Roman Emperor



I cannot say whether things will get better if we change; what I can say is they must change if they are to get better.

Georg Christoph Lichtenberg, Physicist



Change does not necessarily assure progress, but progress implacably requires change.

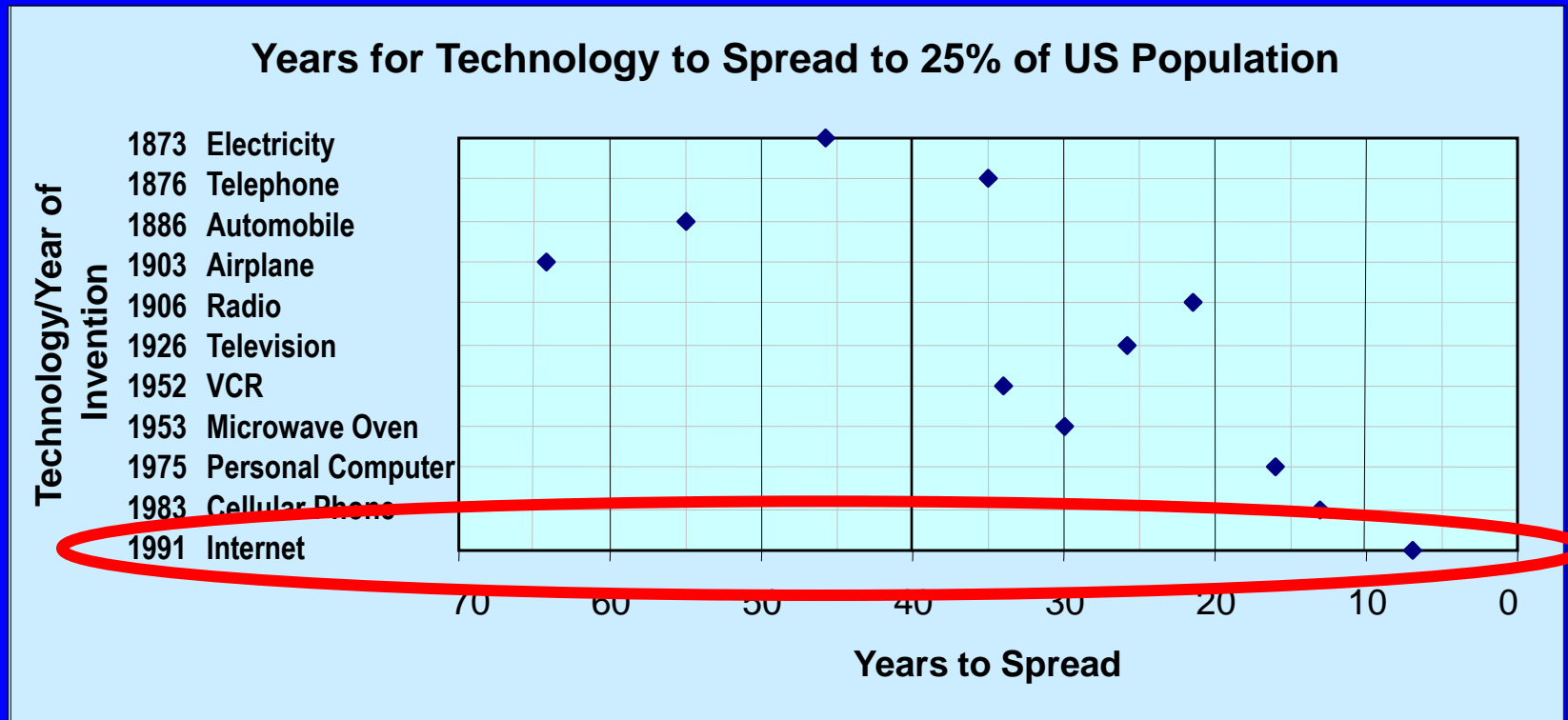
Henry Steele Commager, Historian



If anything is certain, it is that change is certain.

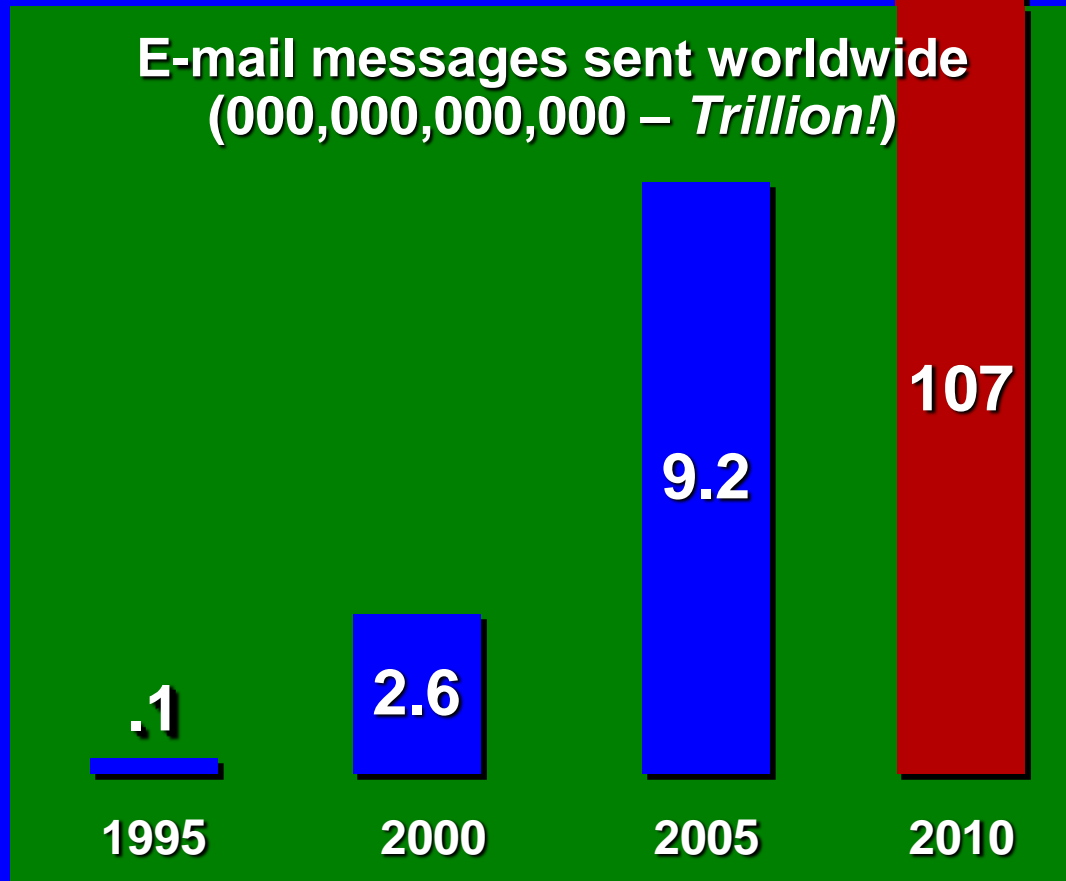
Philip Crosby, Quality Guru

Why Worry about Change?



Source: *NCPA Policy Backgrounder No. 147. Technology and Economic Growth in the Information Age*, March 12, 1998.

Why Worry about Change?



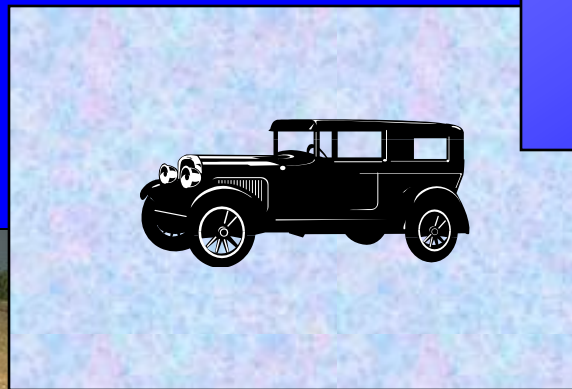
Source: *IDC and Radicati Group*

Why Worry about Change?

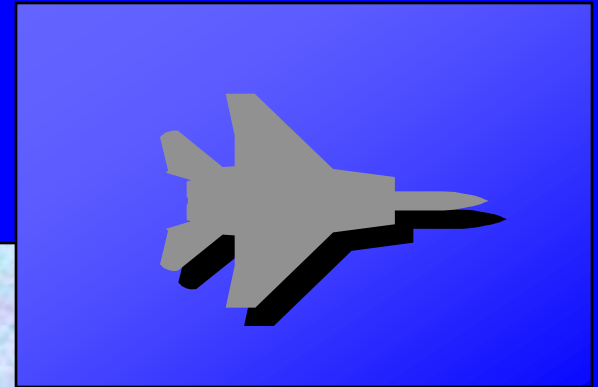
How long does it take
to go 20 miles?



One Day



One Hour



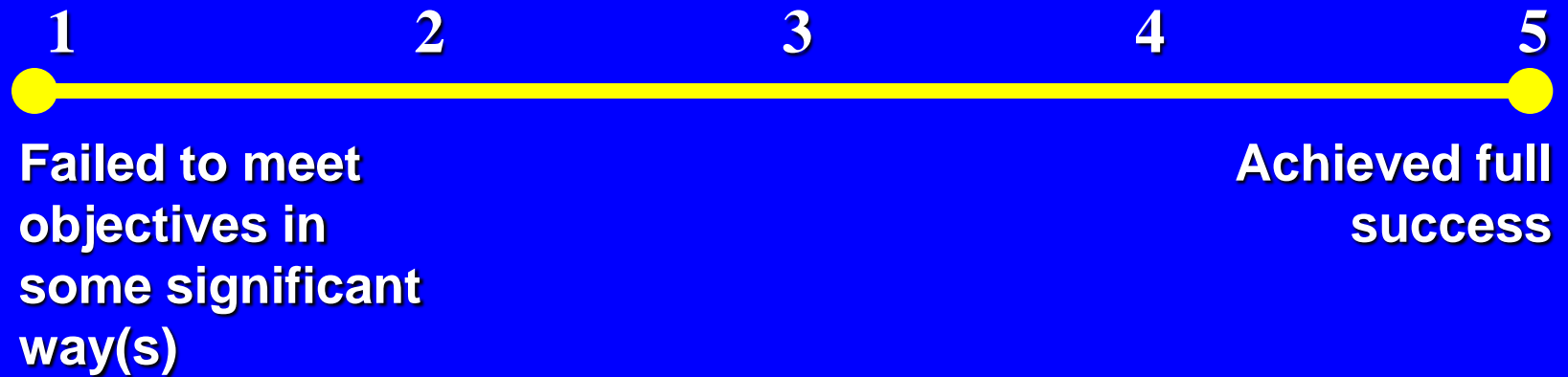
One Minute

Agenda

- Why worry about change?
- Change programs—success or failure?
- Why does change fail?
- How to ensure success
- Case study
- *Change Ensurance*[®]

Change programs—success or failure?

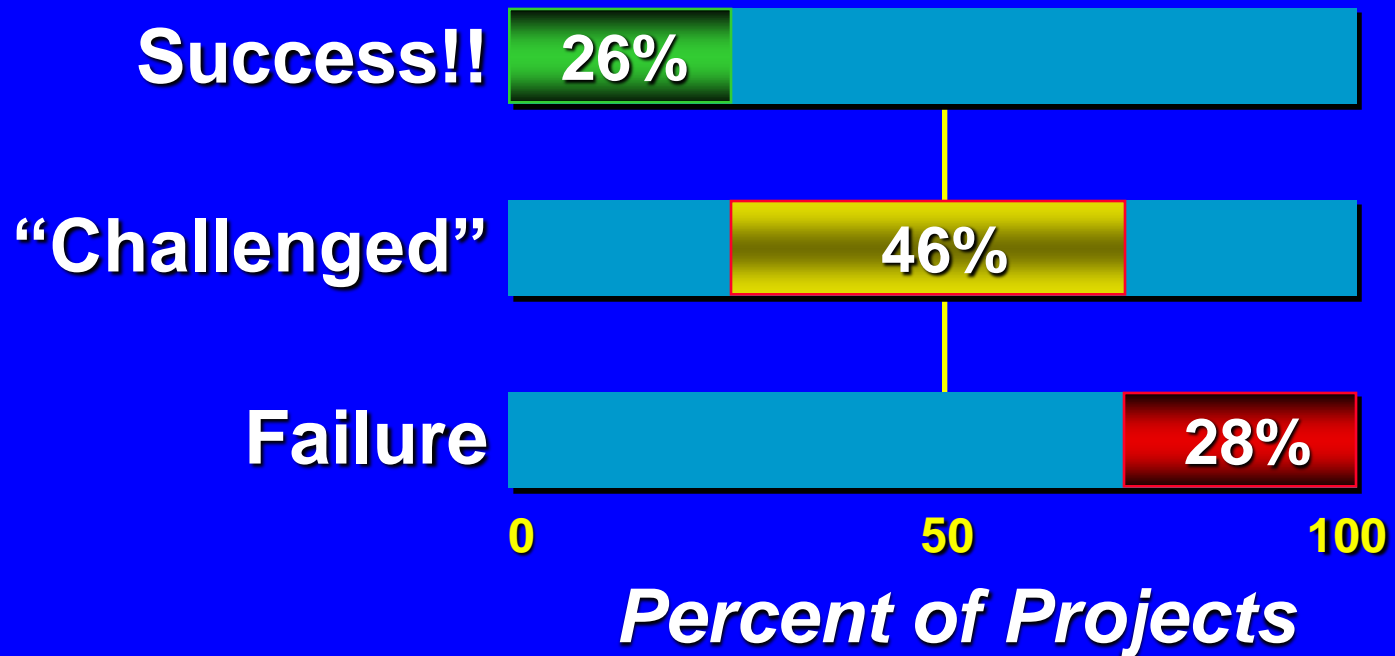
What is your experience?



Change programs—success or failure?

- **The great majority fail!**
 - **Consulting firm: “...meeting less than 30% of redesigns’ stated goals”**
 - **Hammer: “70% of reengineering efforts fail to achieve their objectives”**
 - **Major chemical company: “...only limited success with many of our major change efforts”**
 - **Research survey, 350 execs: 40% highly dissatisfied with their organizations’ major change efforts**

Change programs—success or failure?



Source: *CHAOS, A Recipe for Success*, The Standish Group International

Agenda

- Why worry about change?
- Change programs—success or failure?
- Why does change fail?
- How to ensure success
- Case study
- *Change Ensurance*[®]

Why Do Projects Fail?

Three biggest contributors to IT project failure account for 50%:

- **No/Low User Involvement**
- **Lack of Executive Support**
- **Unclear Business Objectives**

Not “the wrong package” or “the network”

Source: CHAOS, A Recipe for Success, The Standish Group International

Why does change fail?

- We fail to have committed and active **leadership** participation
- We don't change the **culture**
- We don't have energetic **involvement** of an empowered workforce
- We fail to **communicate** and **measure** effectively
- We don't **align** HR systems with the objectives of the change

Source: *Organizational Change: Managing the Human Side*, an APQC White Paper

Why does change fail?

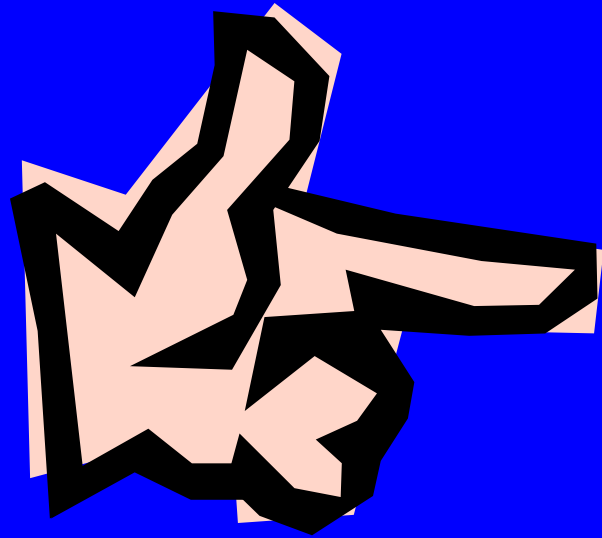
- **We sell solutions rather than problems/ opportunities**
- **Key stakeholders are not involved early on**
- **We focus on the change, not on the people**
- **We don't think and act systemically**
- **We think change is a linear, rational process**
- **New roles, relationships, and responsibilities are not clearly defined and integrated**
- **Leadership does not “walk the talk”**
- **Differing views are not seen as legitimate**
- **Little attention is paid to intrinsic rewards**
- **Extrinsic rewards are not aligned with new processes**

Agenda

- Why worry about change?
- Change programs—success or failure?
- Why does change fail?
- How to ensure success
- Case study
- *Change Ensurance*[®]

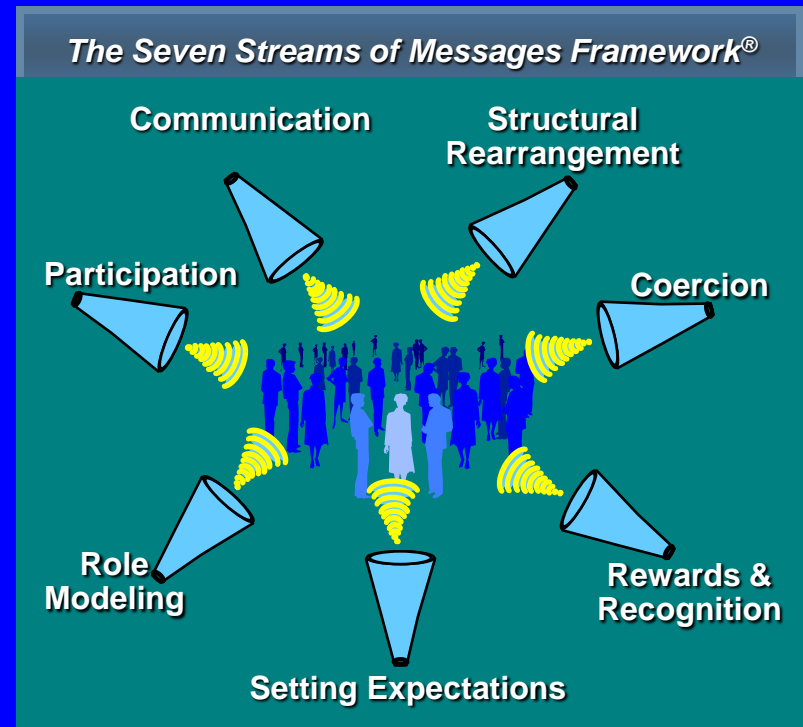
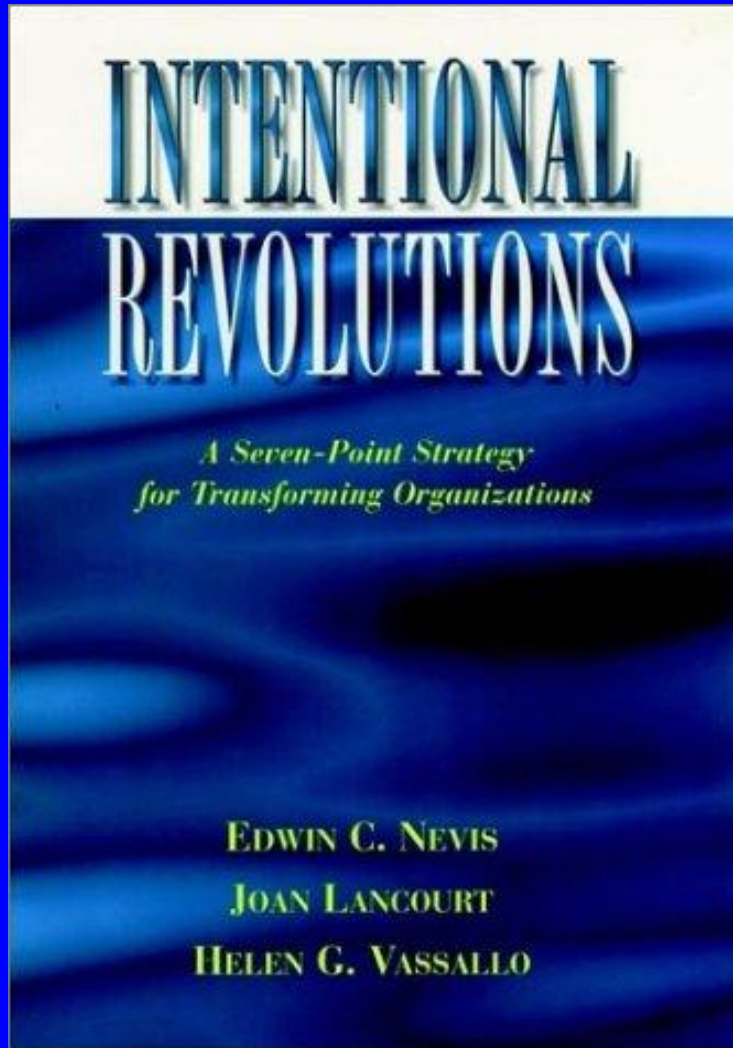
How to ensure success

- Explain
- Excite
- Enlist
- Enroll



Communicate

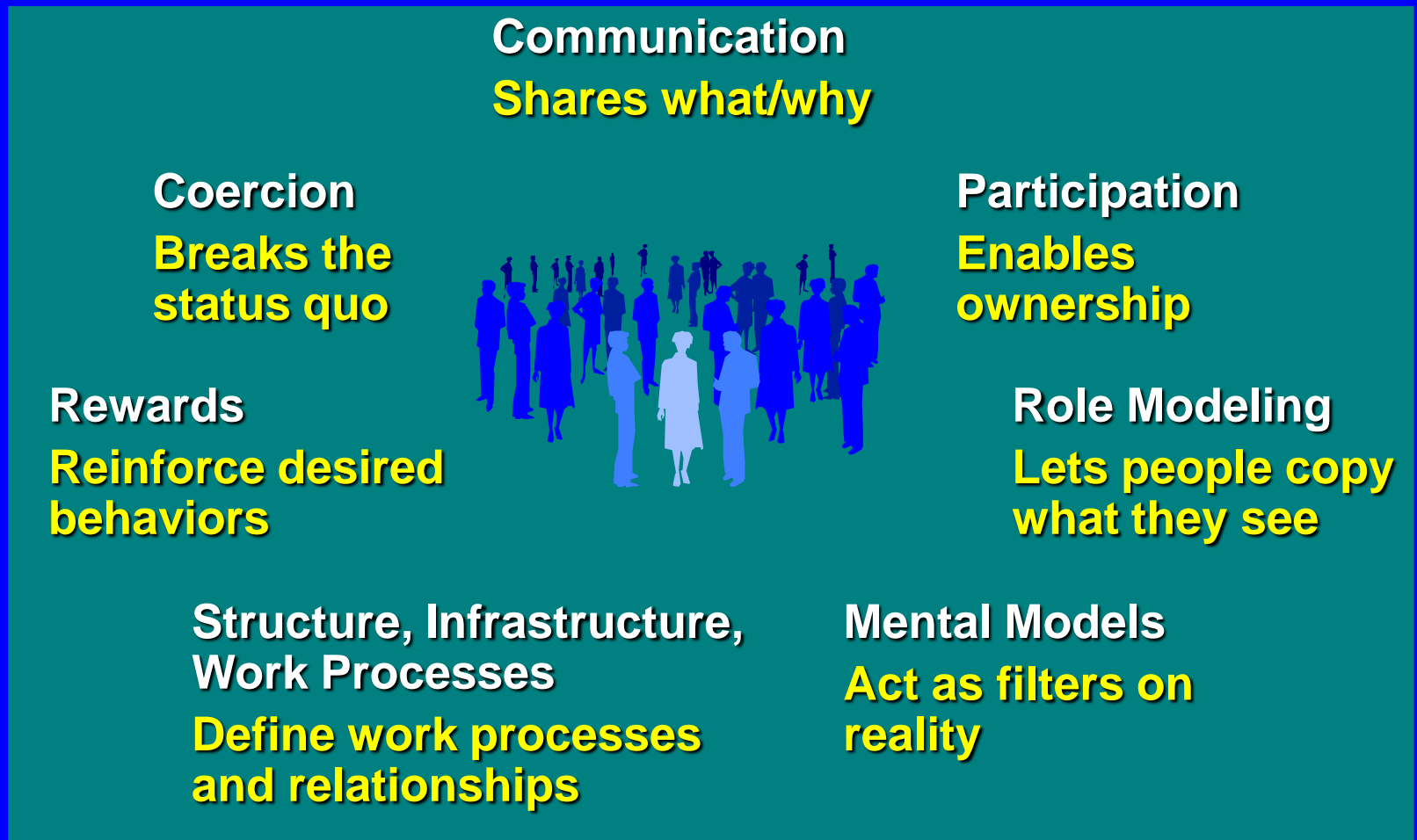
Seven Streams of Messages Framework[©]



*Adapted From: Nevis, Lancourt & Vassallo,
Intentional Revolutions, Jossey-Bass, 1996*

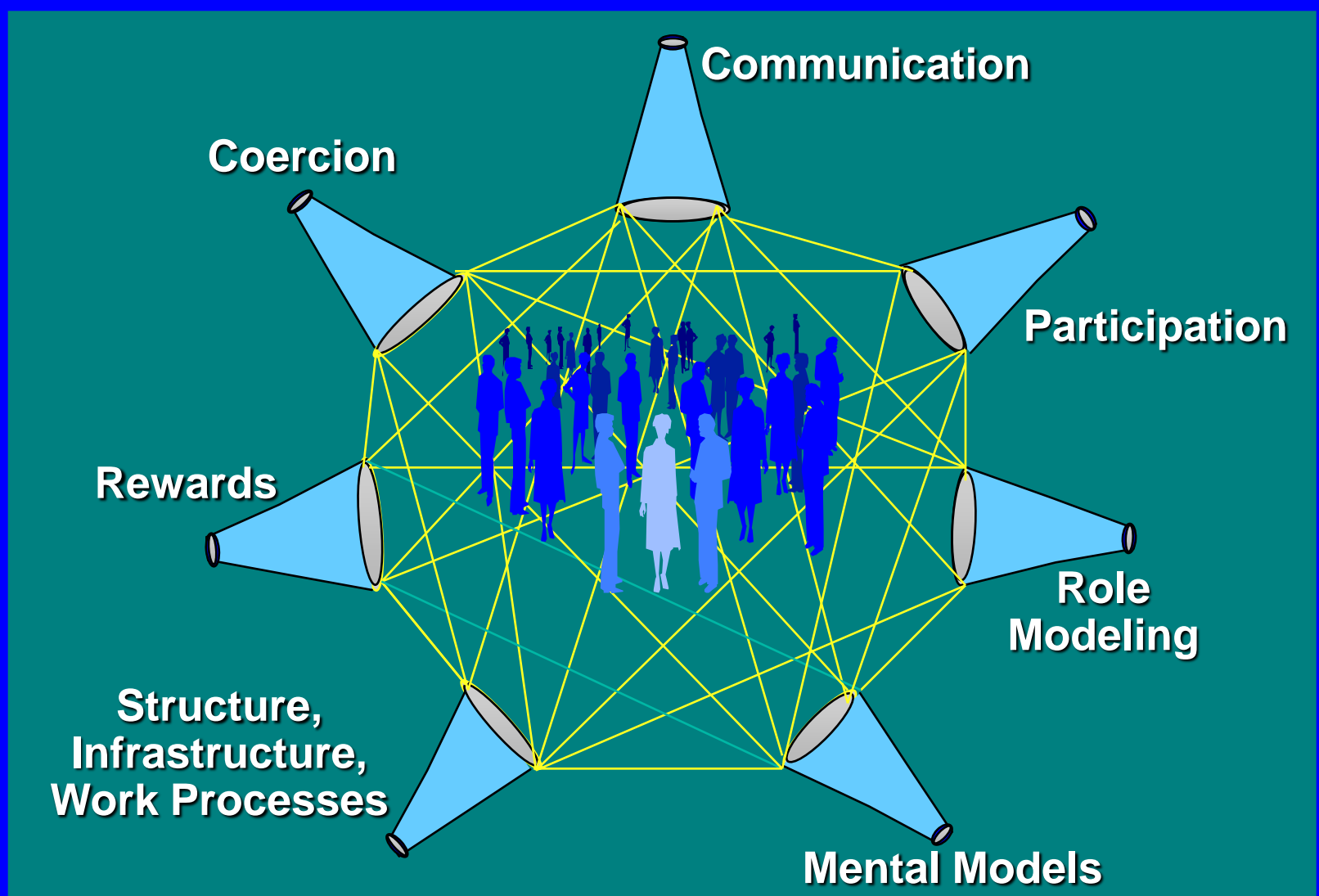
**Intentional Revolutions
Nevis, Lancourt, & Vassallo
Jossey-Bass, 1996**

Seven Streams of Messages Framework[©]



Adapted From: Nevis, Lancourt & Vassallo, Intentional Revolutions, Jossey-Bass, 1996

Message blitz



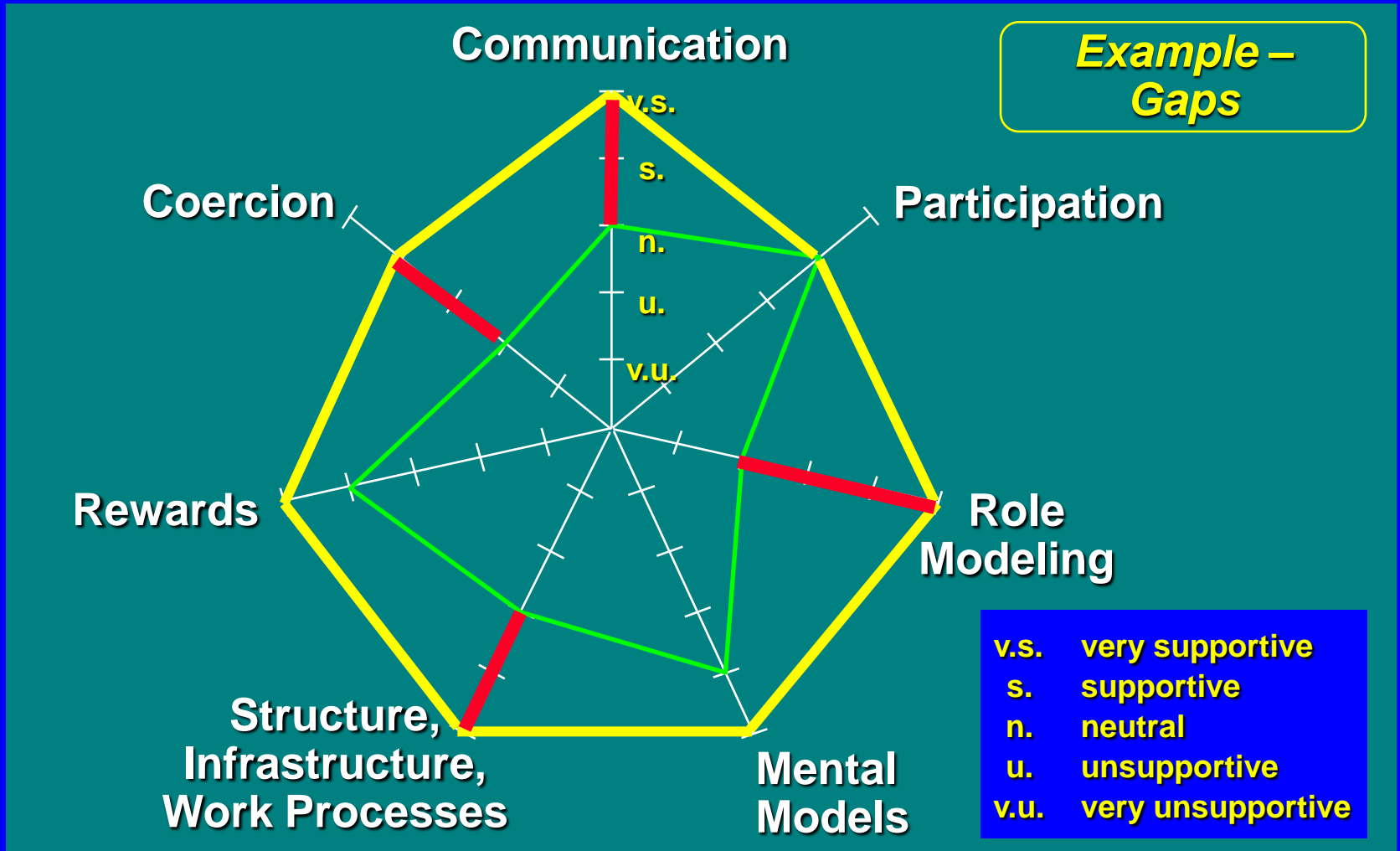
Adapted From: Nevis, Lancourt & Vassallo, *Intentional Revolutions*, Jossey-Bass, 1996

Copyright © 2012 by Chait and Associates, Inc. All rights reserved.

ipc-10/12

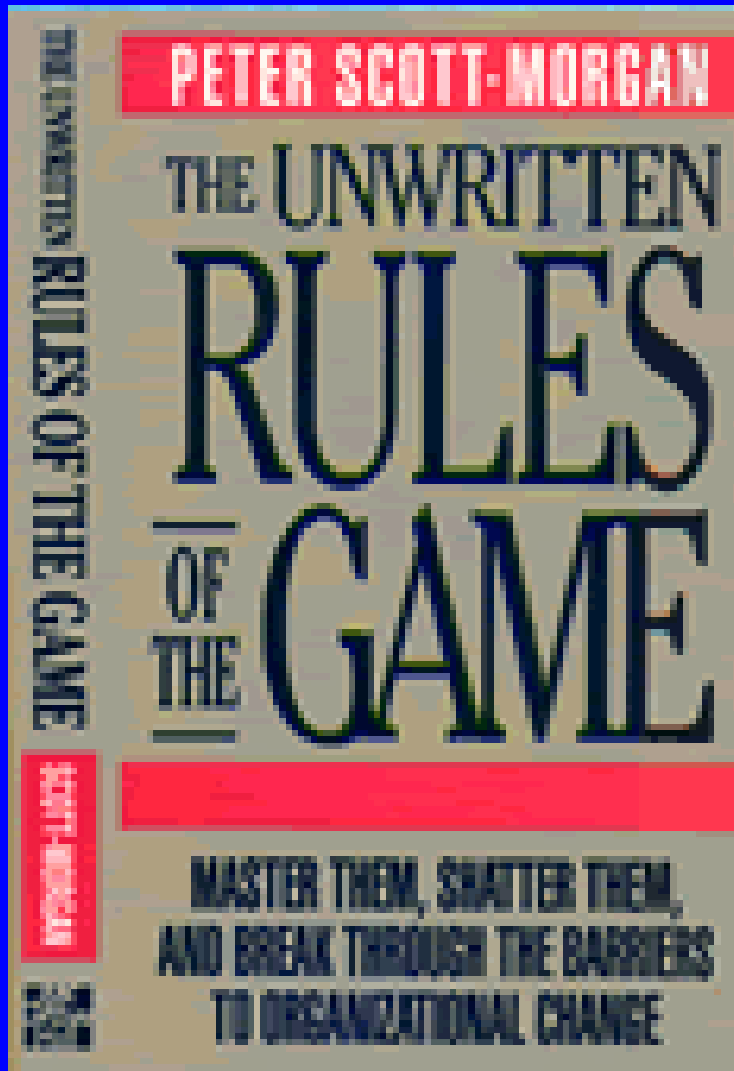
18

3. Identify and address gaps



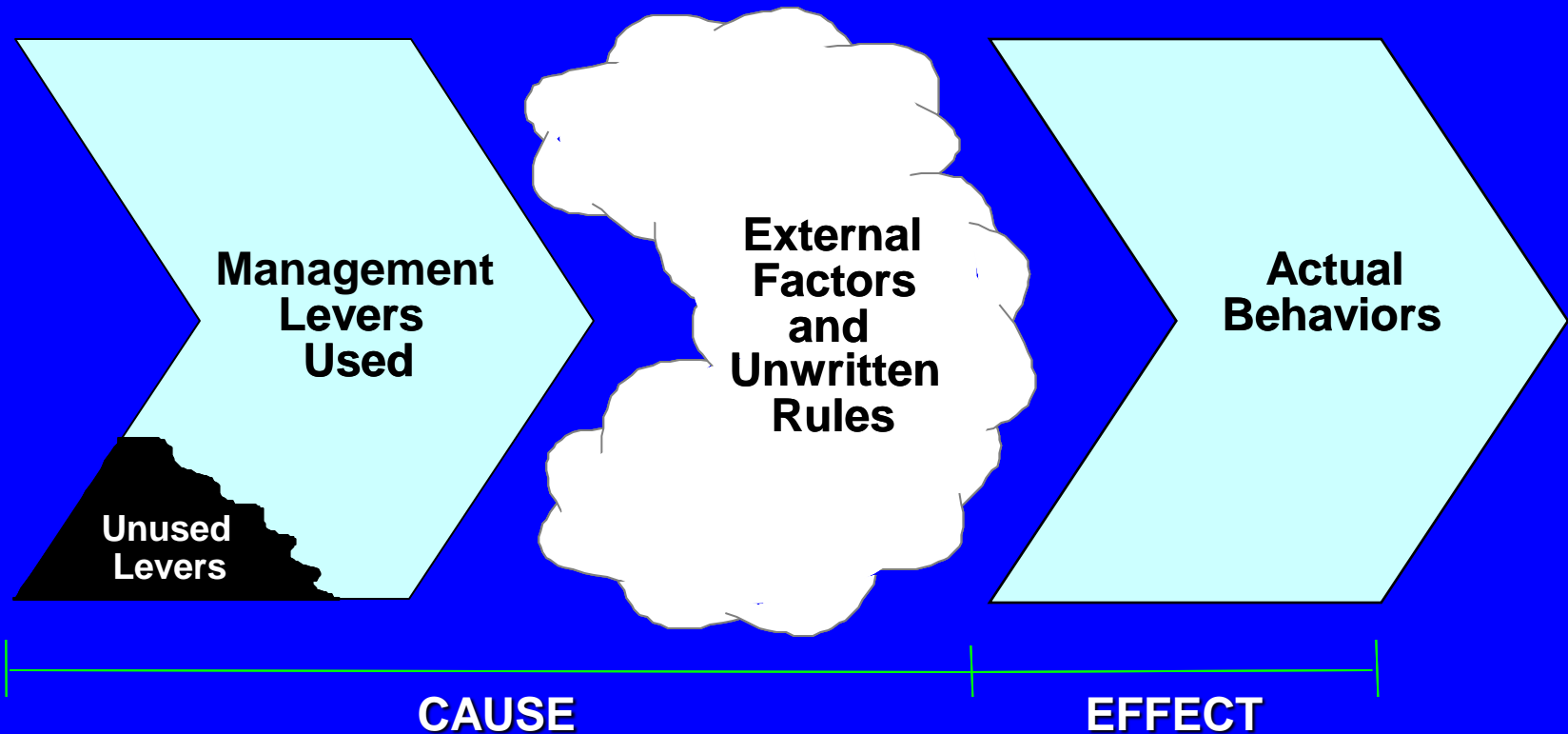
Adapted From: Nevis, Lancourt & Vassallo, *Intentional Revolutions*, Jossey-Bass, 1996

Other tools certainly exist



**The Unwritten Rules of
the Game**
Peter Scott-Morgan
McGraw-Hill, 1994

Unwritten rules act as drivers of behavior and barriers to change



Linking behavior to management levers, the tool provides guidance on how to change.

How to ensure success

Compliance

- **Genuine Compliance**
- **Formal Compliance**
- **Grudging Compliance**
- **Vicious Obedience**
- **None**

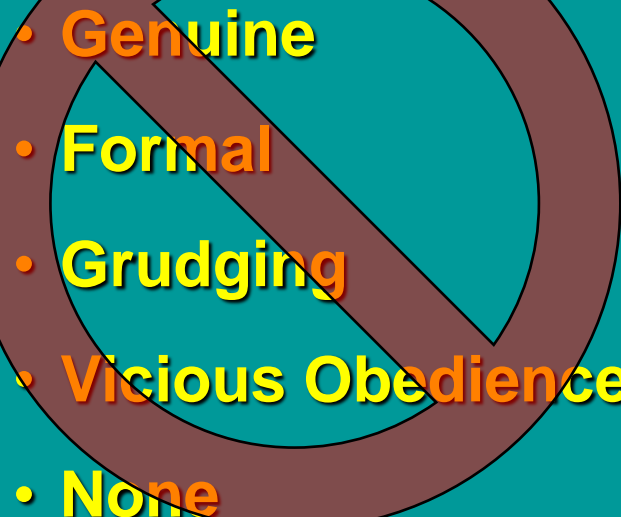
Adapted from: *Visionary Leadership and Planning*, an Innovation Associates Course

How to ensure success

Commitment

- Enrollment

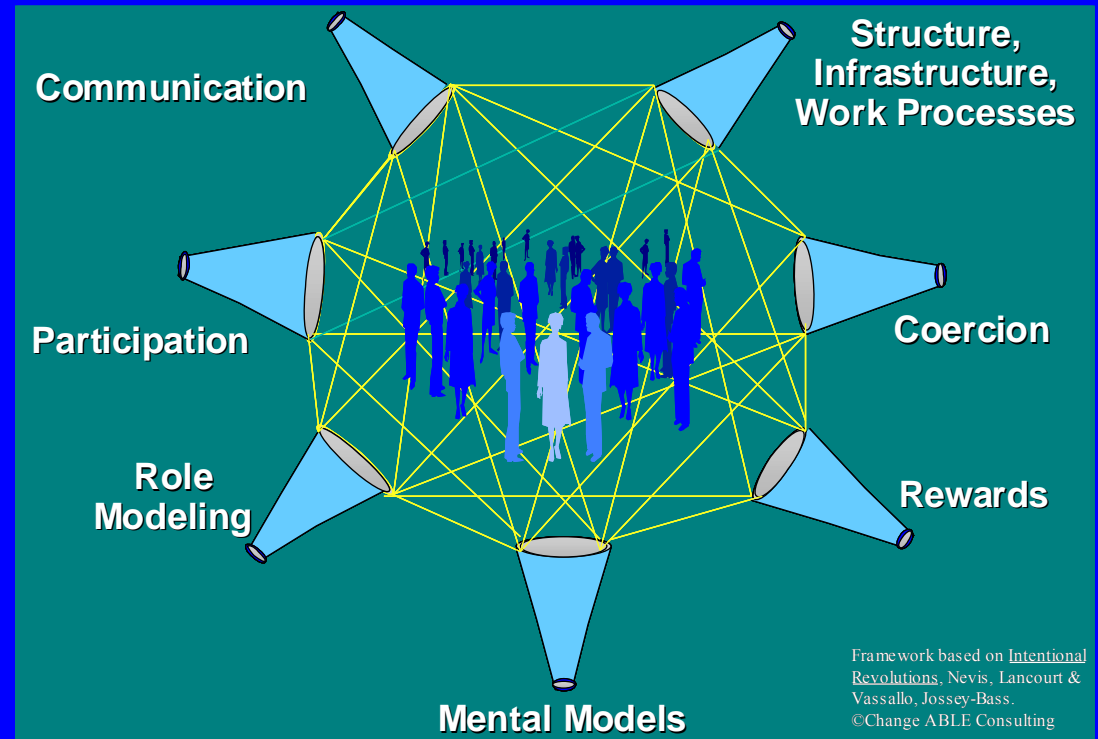
Compliance

- Genuine
 - Formal
 - Grudging
 - Vicious Obedience
 - None
- 

Adapted from: *Visionary Leadership and Planning*, an Innovation Associates Course

How to ensure success

It's all about messages



Agenda

- **Why worry about change?**
- **Change programs—success or failure?**
- **Why does change fail?**
- **How to ensure success**
- **Case study**
- ***Change Ensurance*[®]**

Case example

- **Division of a large global corporation**
- **Slow revenue growth; rapid cost increases**
- **Jumble of systems and processes inherited from several acquisitions**
- **Management: “simplify and streamline” — reduce costs while improving service**
- **Strategy: appoint “empowered,” top-notch task force to plan/coordinate implementation**

Seeds of Failure

- **Goals and objectives were never clarified**
- **Task force knowingly agreed to an undoable time line**
- **Task force moved quickly to technological solutions**
- **Senior management attendance was erratic**
- **Task force attendance was erratic**
- **Un-addressed conflicts simmered**

Seeds of Failure, Continued

- **Interface issues un-addressed; declared “out of scope”**
- **Performance and reward systems not changed**
- **Morale on the task force was low**
- **No time taken to reflect on the change process**
- **Task force recommendations seen as too risky by senior management**

Result: Objectives not achieved

Lack of shared vision, objectives, expectations

Managers' non-attendance

Task force members' job requirements

Lack of task force training

Impossible to achieve results

No reflection process

Management dismissed recommendations

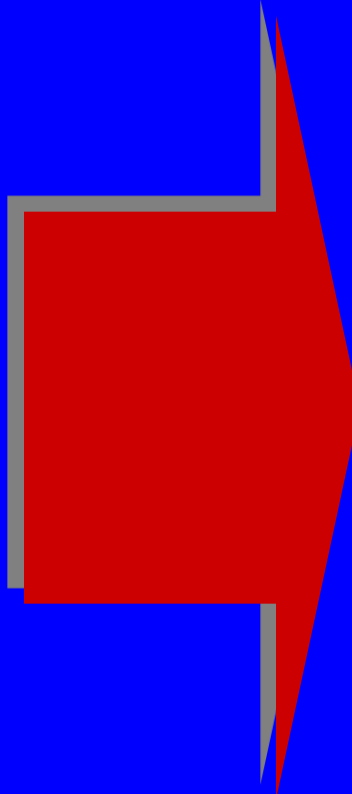
Perception: managers not fully committed

Task force members miss meetings

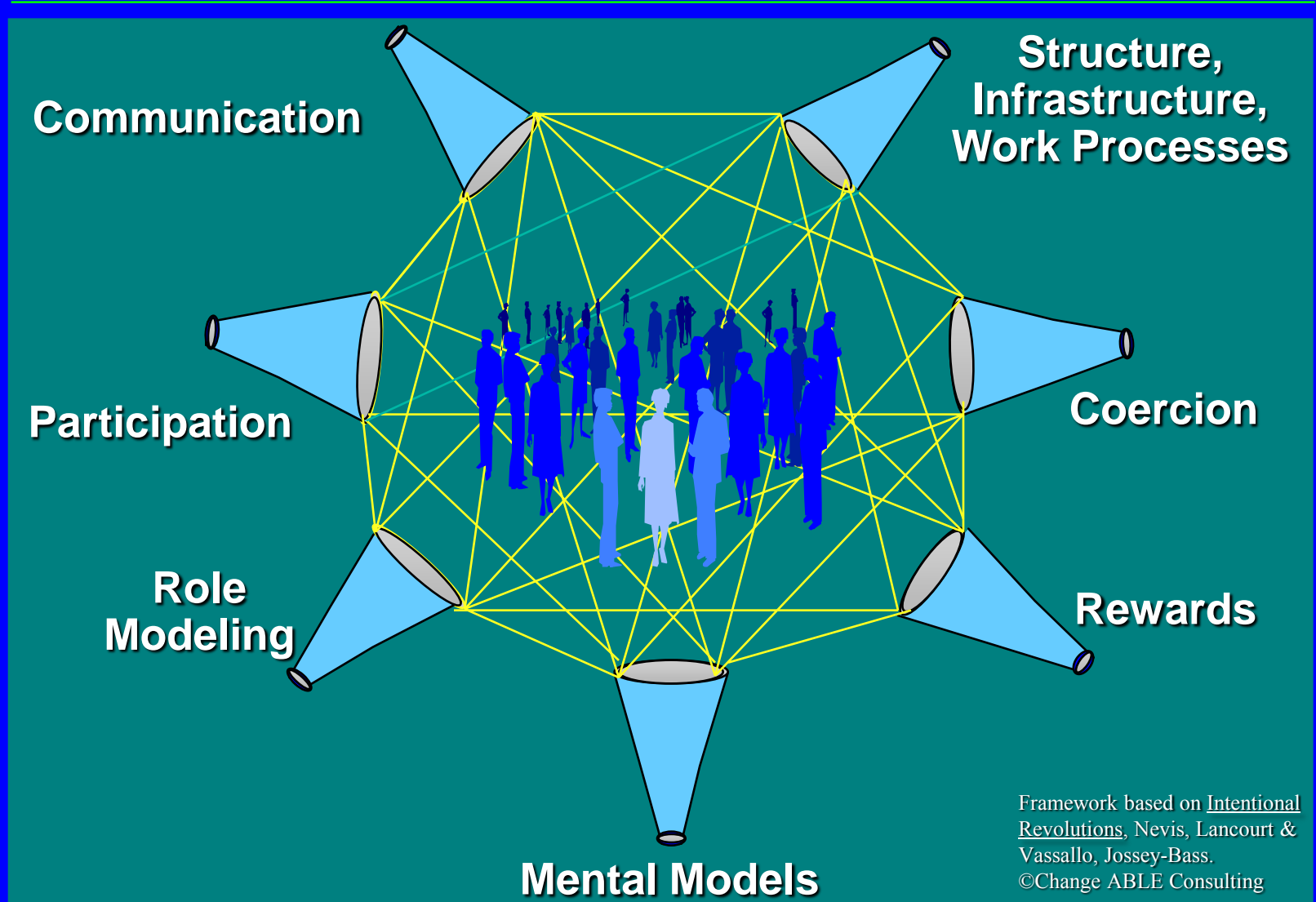
Low task force effectiveness

Perceived failure = declining commitment

Unable to change course



Seven Streams of Messages Framework[©]



- **Bad**
- **Good**

The Seeds of Failure

- *Vision, scope, goals & objectives not clearly/ mutually defined or communicated*

- *Lack of team training and no process for reflection*
- *Old infrastructures remained in place*

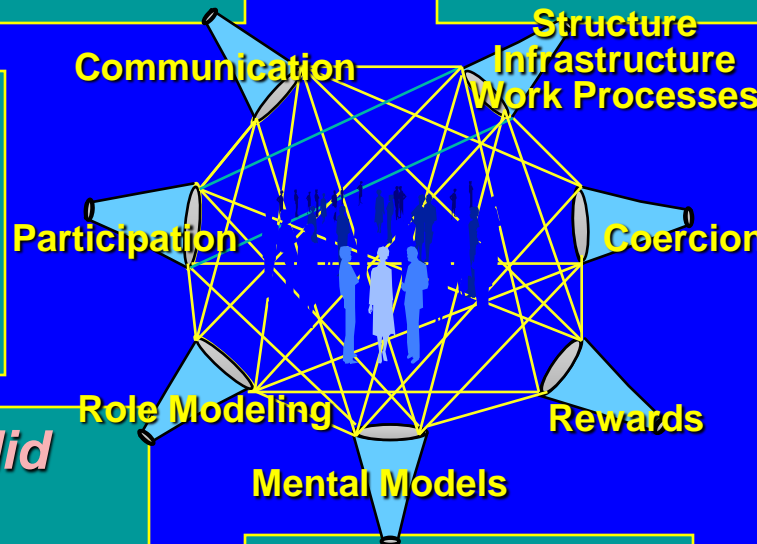
- *Erratic, ineffective participation by task force and senior managers*

- *Senior managers did not put a “stake in the ground”*

- *Senior managers did not provide time/resources for task force work*
- *Erratic attendance*

- *Information technology is “the” solution*

- *Old behaviors continue to be rewarded*



Framework based on Intentional Revolutions, Nevis, Lancourt & Vassallo, Jossey-Bass.
©Change ABLE Consulting

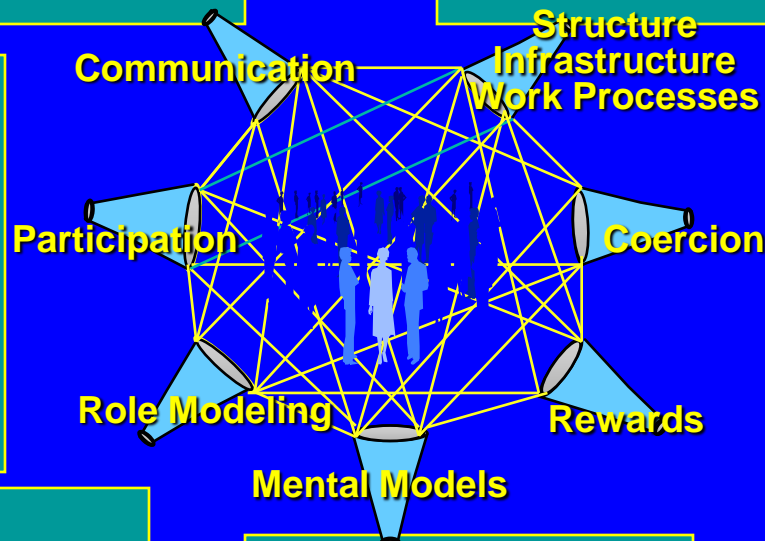
Mixed Messages

- *Bad*
- *Good*

- *Vision, scope, goals & objectives not clearly/ mutually defined or communicated*

- Team training
- Formal process for reflection
- *Old infrastructures remained in place*

- Task force trained in productive conversation skills
- *Key stakeholders not involved*



- Senior managers put “stake in the ground”

- Senior managers provide time/resources for task force work
- Consistent attendance

- *Information technology is “the” solution*

- *Old behaviors continue to be rewarded*

Framework based on Intentional Revolutions, Nevis, Lancourt & Vassallo, Jossey-Bass.
©Change ABLE Consulting

Rooting Out The Seeds Of Failure

- Vision, scope, goals & objectives clearly/ mutually defined and continuously communicated
- Business case for new processes continually communicated

- Team training
- Formal process for reflection
- New infrastructures include smooth interfaces with infrastructures that remain

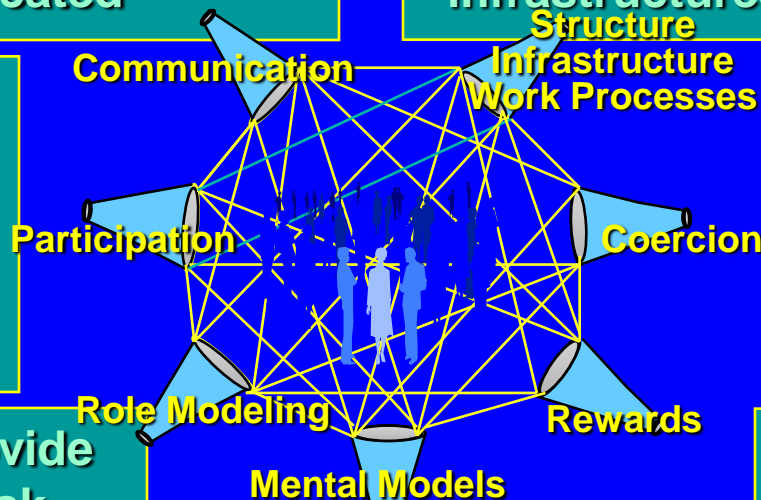
- Task force trained in productive conversation skills
- All key stakeholders involved in solution

- Senior managers put “stake in the ground”

- Senior managers provide time/resources for task force work
- Senior managers support resolution of interface issues

- Successful change involves people in understanding and designing the solution

- Reward systems redesigned to support new ways of working



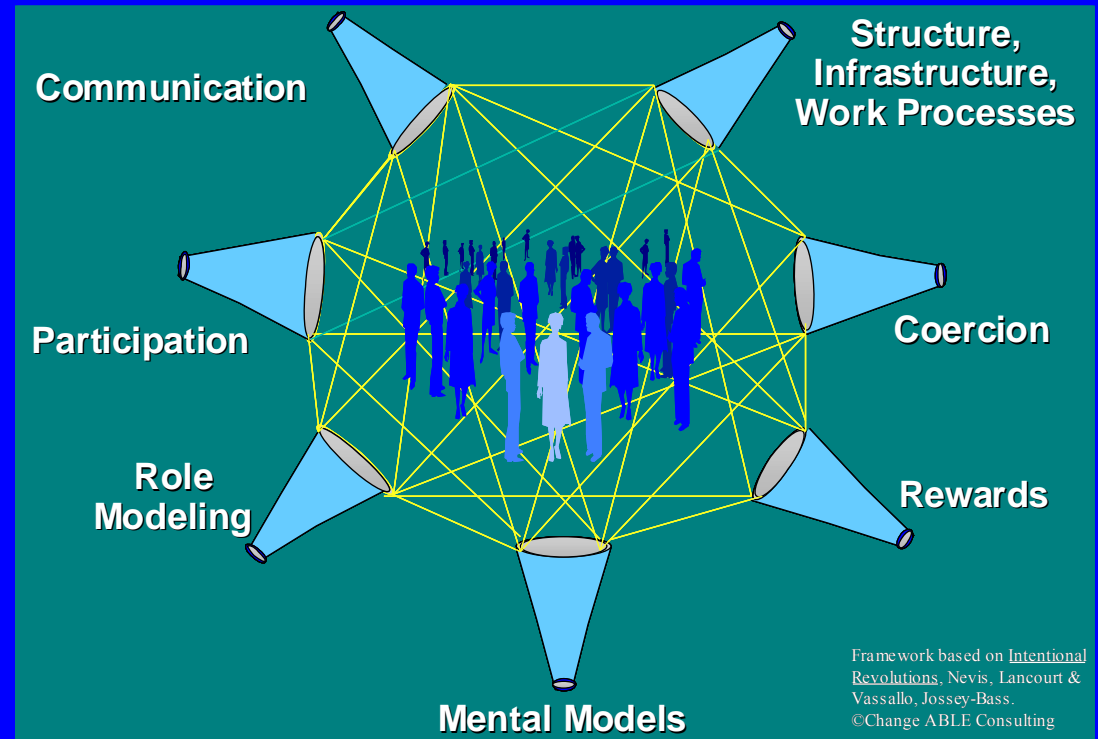
Framework based on Intentional Revolutions, Nevis, Lancourt & Vassallo, Jossey-Bass.
©Change ABLE Consulting

Agenda

- **Why worry about change?**
- **Change programs—success or failure?**
- **Why does change fail?**
- **How to ensure success**
- **Case study**
- ***Change Ensurance*[®]**

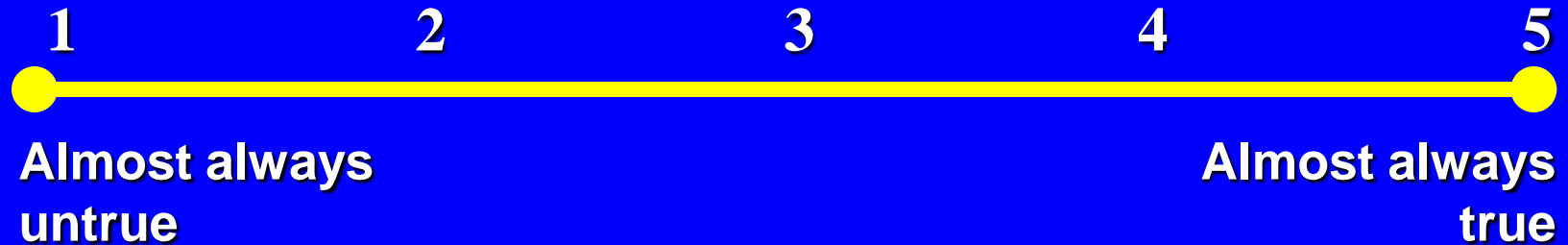
Change Ensurance[®]

Build on the
Seven
Streams



Finding seeds of failure

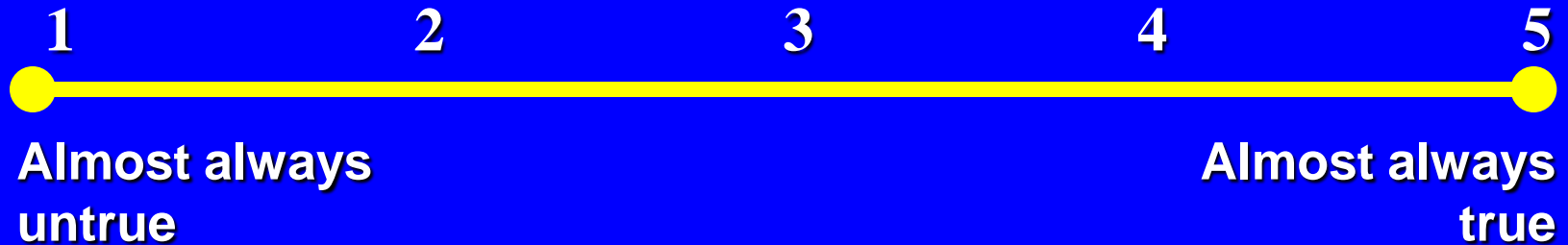
Example



- 1. Objectives for our change initiatives are clear and consistently understood by all the people involved in change effort.**
- 2. Formal communications and informal signals (e.g., managers' behaviors and/or reward systems) all give consistent messages about our change programs.**
- 3. Differing points of view are heard, discussed, and resolved.**

Finding seeds of failure

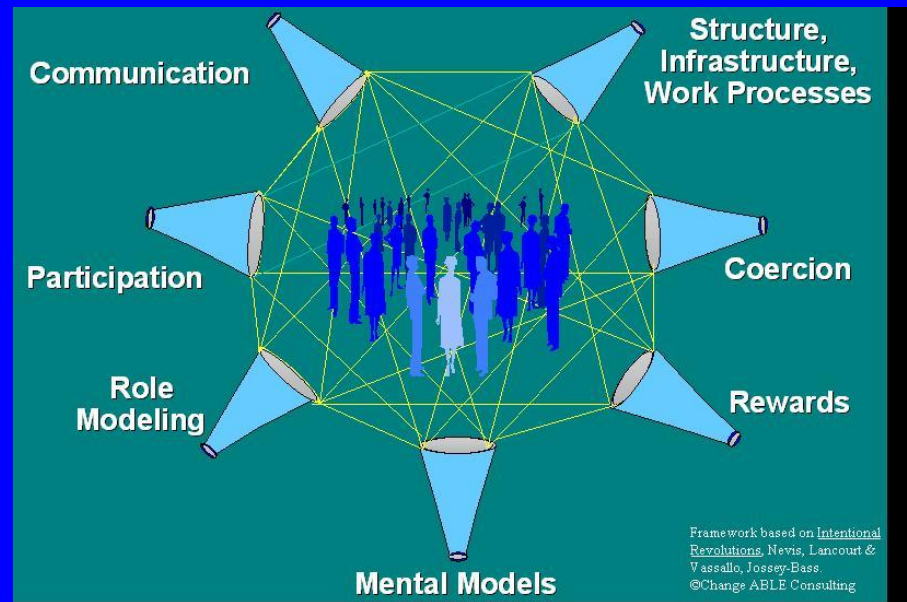
Example



4. We regularly take time to reflect on our progress and, if necessary, change direction.
5. Management never discards recommendations because they aren't "what they had in mind."
6. Management's expectations are consistent with the constraints they set.

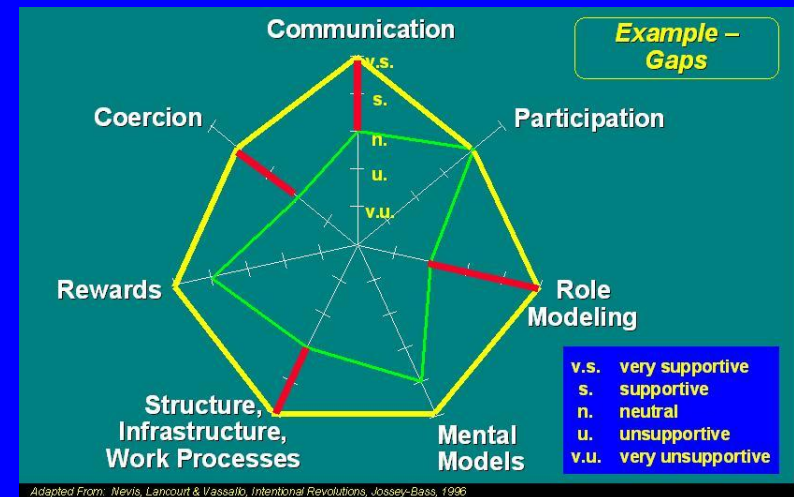
Finding seeds of failure

- Full tool comprises ~100 questions
- Each question relates to one or more of the **Seven Streams**



Ensuring success

- A weighted scoring scheme converts answers to positions on a virtual spider chart
- The scores in different categories and on specific questions suggest avenues of remediation to prepare for change



Change is certain!

