



**Being Strategic about Change:
Adding Direct Value to the Entire Enterprise and Critical Initiatives**

Linda Ackerman Anderson
Being First, Inc.
www.changeleadersnetwork.com
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My Assumptions/Perspective



- Organizations need competent support to ensure the success of their most important change efforts (60-70% of change still fails...why???)
- Many OD practitioners never consult directly to major change efforts (for lots of good reasons), and do not have an opening to work at the strategic level
- The conversation is not about OD vs. Change Management vs. Project Management...It's about **HOW TO GET STRATEGIC ABOUT CHANGE AND MAKE SURE THAT LEADERS CONSCIOUSLY DEVELOP CHANGE CAPABILITY AT THE ENTERPRISE LEVEL**

My Challenge to You

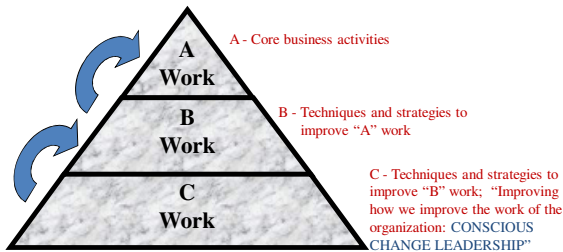


- **How does OD need to evolve to contribute to the success of change?**
 - In our context, purpose, and brand (what value we bring and how we are viewed by senior leaders)
 - In the services we provide
 - In the results we produce...that last over time
 - In our role and position
 - In how we spend our professional time
 - In our ability to work at a strategic level

Scan of Current Reality:

- How successful are your organizations in producing intended results from major change? (*Very? Moderately? Hardly?*)
- How much time do you spend consulting on major change? (*>10%, 25%, 50%, 100%*) (...and what parts of change do you consult on?)
- Is consulting on mission-critical changes your goal/passion? Is OD (Are YOU) known to leaders as offering this service?
- Who does get asked to the table—PM, CM, IT?
- Do your senior leaders recognize the direct relationship of strong change leadership capability on the organization's long-term success? Do they build this capability?

The Value of Conscious Change Leadership



Our Opportunity

Get executive attention to lead all major changes more effectively—and succeed at it like never before!

- Generate hard data on organization's track record and risks
- Gain executive commitment to build conscious change leadership capability
- Frame change as a strategic discipline
- Rebrand: see ourselves/our role as strategic change consultants

What If You Were...

- Called on to build greater change capability for the entire enterprise, for leading all change efforts
- Accountable for:
 - Establishing infrastructures to orchestrate all major change
 - Partnering with other change resources (PM, CM, Lean, Quality, T & D, IT) on behalf of real change results
- At the table with engaged sponsors, planning major efforts *from the beginning*
- Expected to influence project leaders on:
 - Scope, pace, resources, capacity
 - Style, culture, mindset

Consider Becoming...

A Strategic Change Consultant:

To Add Direct Value to the Entire Enterprise and Critical Initiatives



Building Enterprise Capability: Change as a Strategic Discipline

- All other key functions in the organization are designed as strategic disciplines
 - Finance
 - HR
 - IT
 - Supply Chain
 - Marketing...

THE SAME IS NEEDED FOR CHANGE!!!

Approaches to Change as a Strategic Discipline

- Enterprise Change Agenda
- Common Change Methodology
- Change Infrastructure and Best Practices
- Strategic Change Center of Excellence
- Strategic Change Office



Enterprise Change Agenda

The enterprise change agenda makes explicit five critical success requirements:

1. Current change efforts are the right ones to execute and fulfill the business strategy.
2. Efforts are prioritized, organized, assigned, and optimally paced.
3. Organization has the capacity, stamina, capability, and in-house change resources to succeed in change.

Enterprise Change Agenda 

Critical success requirements: (cont'd)

- 4. Ability to assess and drive required culture change in every major initiative.
- 5. The best coordination and leverage of all external consultants.

Enterprise Change Agenda 

- Follows Strategic Business Planning
- Precedes Operational Planning
- Is revisited throughout the year
- Is set up for each autonomous business unit
- Has one executive in charge of its process and value

As a Strategic Change Consultant, You Would: 

- Support executives in creation of Enterprise Change Agenda
- Help manage effectiveness of Agenda's ongoing process at senior level
- Support executive alignment to Agenda
- Help resolve strategic issues of capacity, pace, resource requirements, use of internal services on behalf of what's best for whole organization
- Support communications about Agenda

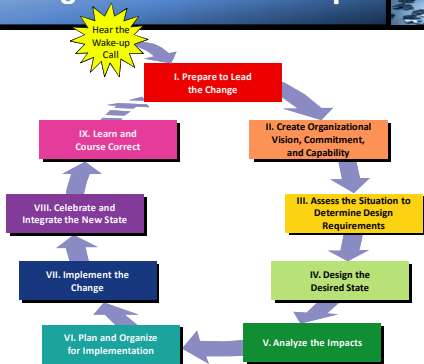
What's Possible for You?

CHECK-IN CONVERSATION:

- What excites and motivates you about this approach? What aspects of it can you see working? What value can it bring?
- What would have to happen for you to take action?



The Change Leader's Roadmap™



As a Strategic Change Consultant, You Would:

- Support launch and embedding of common methodology; provide change education
- Apply the methodology on live projects and model its use for others
- Tailor the approach, identify best practices and tools
- Coach others in real time using the model

What's Possible for You?

CHECK-IN CONVERSATION:

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Change Infrastructure Elements 

- **Standard practices: project launch, case for change and change strategy**
- **Governance: roles, team charters, decision-making**
- **Recommended conditions for success and metrics**
- **Templates/protocols for communication and engagement**
- **Mechanisms to ensure adequate capacity**

Change Infrastructure Elements 

- **Mechanisms for rapid course correction**
- **Vehicles for multiple project integration ("air traffic control")**
- **Change leadership competencies: skills, knowledge, behaviors, mindsets, culture**
- **Roster of best practices and tools**
- **Electronic information and knowledge management tools**

As a Strategic Change Consultant, You Would: 

- **Support selection, design, and implementation of relevant infrastructures**
- **Identify/tailor best practices and tools**
- **Coach others on use**
- **Ensure ease of access**

What's Possible for You?

CHECK-IN CONVERSATION:

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Strategic Change Center of Excellence

Your organization's vehicle for:

- Ensuring alignment across all change services/sponsors on how to consciously lead change
- Masterful Strategic Change consulting expertise
- Stewarding common methodology, infrastructure, best practices
- Access to all change resources, services (network, not empire)
- Supporting mission-critical change efforts; case management learning opportunities
- Continuous professional development, including culture and mindset

As a Strategic Change Consultant, You Would Also:

- Consult on major changes (from Day 1 to results): **project launch, application of change model: case for change, change strategy, scope, people issues, organization alignment**
- Ensure realistic conditions for success
- Oversee multiple project integration and acceleration
- Advocate for good change communications and stakeholder engagement
- Raise issues of pace, capacity, resources; support course correction
- Steward culture change, leadership coaching, modeling

What's Possible for You?

CHECK-IN CONVERSATION:

- What excites and motivates you about this approach? What aspects of it can you see working? What value can it bring?
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Strategic Change Office 

Imagine a senior function that is charged with ensuring the success of the organization's **Enterprise Change Agenda**

And

Its ability to produce breakthrough results from all mission-critical change efforts

Strategic Change Office 

- Leads Enterprise Change Agenda process
- Works with executive sponsors to define, shape, and resource changes to succeed
- Houses Strategic Change CoE and use of infrastructures, best practices; Builds organization's change capability
- Has access to mobilize all internal resources
- Assures best use of external consultants
- Raises capacity and interface issues, culture and mindset requirements at executive level

What's Possible for You? 

CHECK-IN CONVERSATION:

- What excites and motivates you ?
- What stands in the way of your being able to take action?

NEXT STEPS:

- Who do you need to talk to about this possibility?
- How could you generate data about the real need/benefit for conscious change leadership and strategic change disciplines in your organization?
- Download, read and share the Being First White Paper: "Building Change Capability: Leading Change as a Strategic Discipline"
- Join www.changeleadersnetwork.com to exchange best practices with other consultants and change leaders