




ACHIEVE BREAKTHROUGH



ACHIEVING ORGANIZATIONAL CHANGE WITHIN YOUR COMPANY:

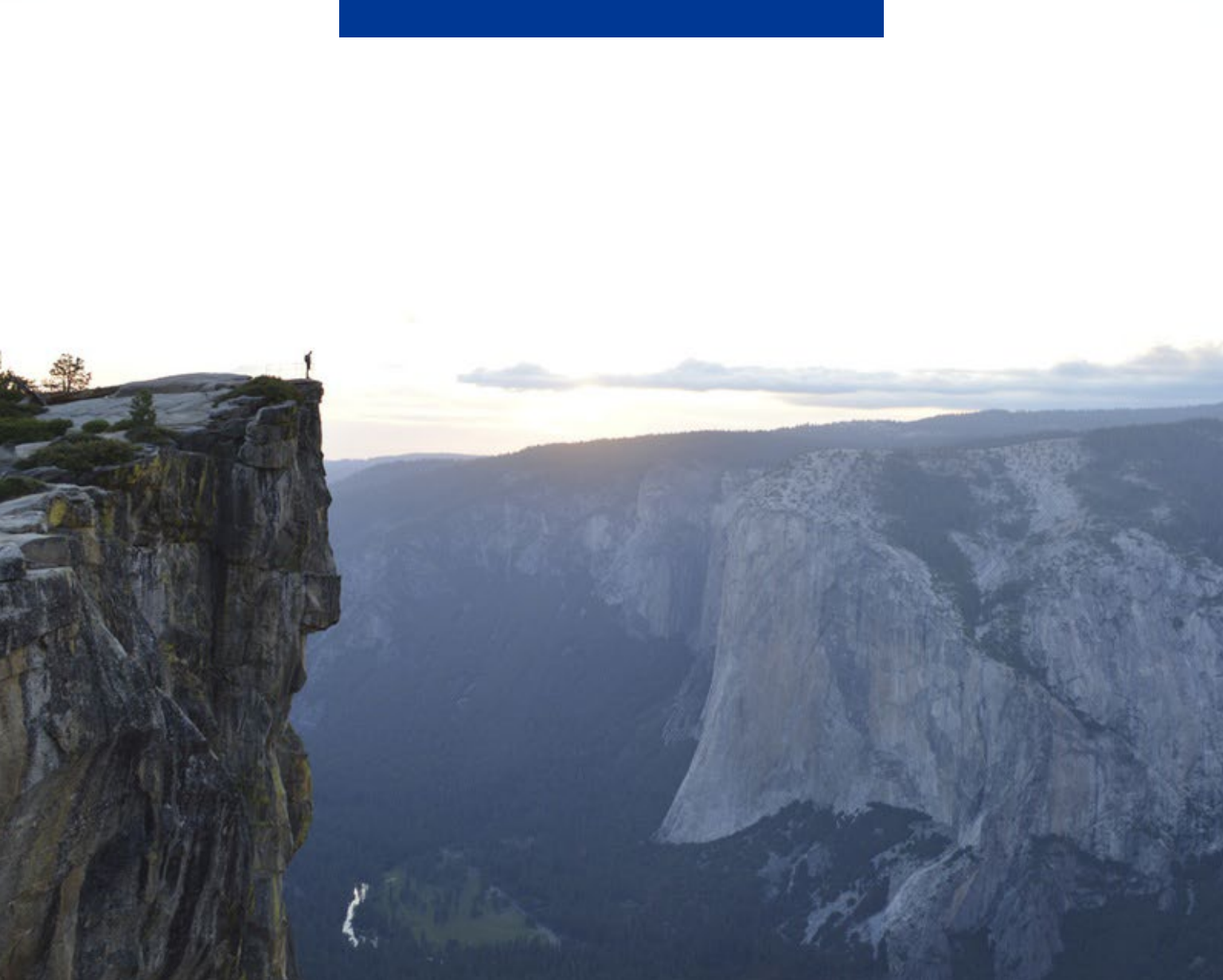
HOW TO HAVE YOUR CAKE AND EAT IT TOO

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Most executives think of change as designing and implementing a solution to a problem that their organization requires to continue to succeed. Their solution types are varied: perhaps a restructuring, merger, or acquisition, a new IT system, upgraded business processes, or new products or services that better meet customers' needs. Execs are keen to get their solution—the content of the change—just right. Then, once the content solution has been designed and approved, executives typically delegate implementation to others. **Finding the correct solution is usually their sole interest. It is, for them, having their cake.**

However, having the right solution on paper does not produce a solution in reality. Why is it that these organizations so rarely get to have their cake and eat it too?.



Leaders frequently design their change solutions in ways that nullify or hinder the organization's ability to reap the true results of the plan. In other words, **the process the execs use to design the content creates problems that inhibit people's willingness or ability to implement and succeed with the new solution.** This prevents everybody from being able to eat the cake they worked so hard to create! Let's look at why.

ACHIEVING TRUE CHANGE IS MORE THAN COMING UP WITH THE CORRECT SOLUTION

Having a singular focus on what needs to be changed (the content of your plan) while neglecting the process of how the design is produced, or how the recipients of the solution feel about it, does not work.

There are three key components to leading change effectively: content, process, and people.

We have already defined content above. Process is the way the change is planned and rolled out, and it's much more than implementation! The process of change begins the moment you recognize the reason why you need to change.

Change process includes how you will:

- Define your need and outcomes
- Govern the effort
- Set up your initiative for success
- Create your roadmap from A to Z
- Adjust course as the change unfolds

The people component (or human factors) of any project refers to the range of human dynamics triggered by change, as well as conditions and strategies that ensure people buy in and can succeed in the new state: motivation, commitment, emotional reactions, resistance, engagement, people's mindsets, skills, and cultural fit with the new state.

THE 4 MOST COMMON PROCESS MISTAKES

Adding the people and process components to content design requires executives to expand their view of change, from the outset. Leaders must alter the way they think about developing the best content solution. Focusing solely on content gives them their cake—on paper! To eat it, they must avoid these four common mistakes.

1. IF THE INITIAL COMMUNICATION OF A CHANGE HAPPENS AFTER THE DESIGN PHASE, BEWARE!

The process portion of any project—case, outcomes, scope governance—must be strategically thought through from the beginning. Implementation is a late stage in the process of change, but must be positioned for success long before deployment begins.

2. IF YOUR CHANGE IS COMPLEX OR TRANSFORMATIONAL, ITS PLANNING CANNOT BE DELEGATED TO YOUR PROJECT MANAGEMENT OFFICE.

While project management is important and useful in more controllable projects, it typically does not address the people dynamics in more complicated efforts that require careful attention long before implementation. Transformation is a case in point. In addition, it does not easily establish your ability to readily course correct the process or desired outcomes, which is essential when both are emergent and not easily force-fit.

3. DO NOT LEAVE IMPLEMENTATION OR CHANGE MANAGEMENT UP TO YOUR CONTENT EXPERTS.

Content experts are wired differently than what is required for good attention to people and change process design. Our experience shows that content experts, while well-intentioned in their efforts, do not understand the people or process components of change well enough to ensure a process where everyone will be able to eat their cake. They see implementation through their content lenses, not through the eyes of people's readiness, engagement, capacity, or mobilizing ownership and action.

Typically, by the time content experts have come up with the “right solution” on paper, people are angry, disenfranchised, resistant, or threatened by the change. The solution never comes to pass, even when change management experts are engaged at this late stage.

The process of change, including design, needs to involve the people who must make the new state a reality—their new reality. The solution cannot be imposed upon them. The process of change includes the use of your content experts in ways that deliver the best solution—a solution that is owned and shaped by the people of the organization, not experts who likely represent a pre-determined formula and a top-down mandate to implement on an unrealistic timetable.

The implementation of your solution must be planned in a way that works for the organization, its' culture, and its' people—in ways that actually deliver real results—the eating of the cake. The more stakeholder engagement you use in design and planning, the more excitement and commitment you generate, and the more cake you get to eat. Lead with change process expertise and engage your content contributors where they are most needed.

4. DO NOT LIMIT YOUR CHANGE MANAGEMENT SERVICES TO COMMUNICATIONS AND TRAINING.

These are essential, but not adequate to fulfill the people and process requirements of change. Change management must also address:

- The building of your case for change and desired outcomes
- Your change strategy
- Establishing conditions for success
- Engaging your people
- How to account for the organization's readiness, capacity, culture and mindset

It must clarify how to govern your change from the beginning, and develop your change roadmap to get you from the first insight about the need for a new cake to the actual enjoyment of the cake fully cooked!

These directives are essential to how your leaders guide the organization through change. They are hard—learned lessons that executives must incorporate into their expectations and practices in order to achieve their intended ROI from change. **They are key ingredients to not only having your cake, but eating it with delight. Enjoy!**



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