LEADING CHANGE
Technology & Virtual Redistribution Workshop
0845 - 0930

A presentation from Daggerwing Group

March 28, 2019
Are you ready FOR CHANGE?
Right now...

1. What’s HAPPENING with change
2. Why change usually FAILS
3. What we can do to make CHANGE SUCCEED
4. PRACTICAL exercise
V U C A

Volatile  Uncertain  Complex  Ambiguous
What’s **CHANGED** about **CHANGE**?

Change is a **PROJECT** to be managed.

Change is a **MUSCLE** that drives differentiation and performance.
It is not the strongest species that survive, nor the most intelligent, but the ones MOST RESPONSIVE TO CHANGE.

—Paraphrased from Charles Darwin
Organizations don’t change. PEOPLE DO.
70% of transformation initiatives are likely to fail.
CHANGE MAY FAIL
for numerous reasons

- External environment
- Allocated resources
- Organisational structures and processes
- Strategy and alignment
- PEOPLE
Here are the 8 human factors most likely to cause CHANGE TO FAIL
LEADERS DO NOT DRIVE THE CHANGE
A compelling vision for the future has not been articulated.
AN URGENT REASON TO CHANGE IS NOT COMMUNICATED
LACK OF FEELING OF “OWNERSHIP” AMONG KEY EMPLOYEES
5

PEOPLE’S CONCERNS ARE NOT SURFACED OR ADDRESSED
ORG SYSTEMS AND OTHER INITIATIVES ARE NOT ALIGNED WITH THE CHANGE
PEOPLE ARE NOT ENABLED OR ENCOURAGED TO BUILD NEW SKILLS
8 THE MASS DOES NOT EMBRACE CHANGE, GOES AGAINST CULTURE
Change works best when it is **HUMAN -CENTERED**

- **Clear articulation of the vision/end state**
- **Help employees understand the process and case for change – such as digital transformation**
- **Employee believes in the value of the transformation and can connect it to a future vision**
- **The transformation becomes business as usual**
Four practical approaches to increase your chance of success by adopting a human focused approach...

1. Quick impact assessment
2. Audience immersion
3. Message map
4. Engagement plan
Before even starting...
...set your change backbone (15 mins)

- Working on your tables with your colleagues from the same organization complete the template
- Discuss and fill in the four boxes

PURPOSE / VISION / STRATEGY

NEED OR OPPORTUNITY FOR TECHNOLOGY AS ENABLER

OBJECTIVES FOR THE TECHNOLOGY SOLUTION

EXPECTED OUTCOMES
LEADING CHANGE
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1100 - 1130

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Four practical approaches to increase your chance of success by adopting a human focused approach...

1. Quick impact assessment
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# Quick impact assessment

**People**  
Team structure, roles, capabilities or behaviours

**Process**  
New ways of working, governance...

**Technology**  
New systems or tools

## What is going to change?

## Summarize the impacts of the change for the impacted group

## Summarize the risks that will be encountered by the impacted group

## Are there any benefits or opportunities that will emerge?
Four PRACTICAL APPROACHES to increase your chance of success by adopting a human focused approach…

1. Quick impact assessment
2. Audience immersion
3. Message map
4. Engagement plan
We’ve selected three important audiences

Supermarket waste coordinator

Food bank donation coordinator

Role in beneficiary charity
Understanding your audiences
Four **PRACTICAL APPROACHES** to increase your chance of success by adopting a human focused approach...

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Articulating your compelling story

Why are we changing?
- What are the external reasons?
- What are the internal drivers?
- Why will change help us achieve our Vision/Purpose?

What is our roadmap?
- How would we describe our destination?
- What will we do to get there?
- When will things happen?

What does it mean for me/us?
- What are the changes for audience groups?
- What are the benefits?

Core Purpose
- If we could sum up this change in one sentence what would it be?

What we need from you...
- What do you expect from your colleagues and other parties to help with this change?

What you can expect from us...
- What will you do to help your colleagues on the journey?
Four **PRACTICAL APPROACHES** to increase your chance of success by adopting a human focused approach...

1. Quick impact assessment
2. Audience immersion
3. Message map
4. Engagement plan
# Plan how to engage your audiences

<table>
<thead>
<tr>
<th>Audience</th>
<th>UNDERSTANDING</th>
<th>BELIEVING</th>
<th>LIVING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supermarket waste coordinator</td>
<td>• Visit to talk through what difference the new system will make and what it will entail doing differently</td>
<td>• Poster in their staff canteen that describes the impact they are helping you make</td>
<td>• Invite to recognition lunch with charity staff</td>
</tr>
</tbody>
</table>
Make the leap to MANAGED CHANGE
THANK YOU.
Review:
HUMAN FACTORS that affect change

1. Leaders do not drive the change
2. A compelling vision for the future has not been articulated
3. An urgent reason to change is not communicated
4. Lack of feeling of “ownership” among key employees
5. People’s concerns are not surfaced or addressed
6. Org systems and other initiatives are not aligned with the change
7. People are not enabled or encouraged to build new skills
8. The mass does not embrace change, goes against culture
Leaders can accelerate and strengthen THE PEOPLE SIDE OF CHANGE.