

Customer focused change management

By

Aubyn Howard

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Change Management Services - discussion framework

- Generic change management requirements
- Change intervention levels
- Change management approaches
- Consulting relationship options
- Change management phases
- Change management methodologies
- Change models and diagnostic tools

Generic change management requirements

- Strategic change
- Customer focused change
- M&A change
- Restructuring or downsizing
- System driven change
- Process driven change
- ?

Change intervention levels

- Organisation wide
- Sub-organisational unit
- Team
- Individual

Consulting relationship options

- Partnership
 - Working with you to manage the change
- Facilitation
 - Facilitating your process of change
- Capability building
 - Developing change management capability in your people

Change management phases

- Scoping
- Diagnosis
- Strategy development
- Implementation
- Review

Change management approaches

The four *perspectives* of organisational change (where we are looking from)

Interior world

Exterior world

**Individual
or micro
level**

Intentional/subjective perspective

Psychological-motivational approaches

*Individual motivational & attitudinal change
Change leadership coaching*

Changing mindsets and attitudes



Behavioural/objective perspective

Rational-behavioural approaches

*Programmatic change
Structured change management*

Changing behaviours and skills

**Collective
or macro
level**

Cultural/inter-subjective perspective



Cultural-dialogical approaches

*Shared identity, values and culture change
Culture change facilitation*

Changing identity and value systems



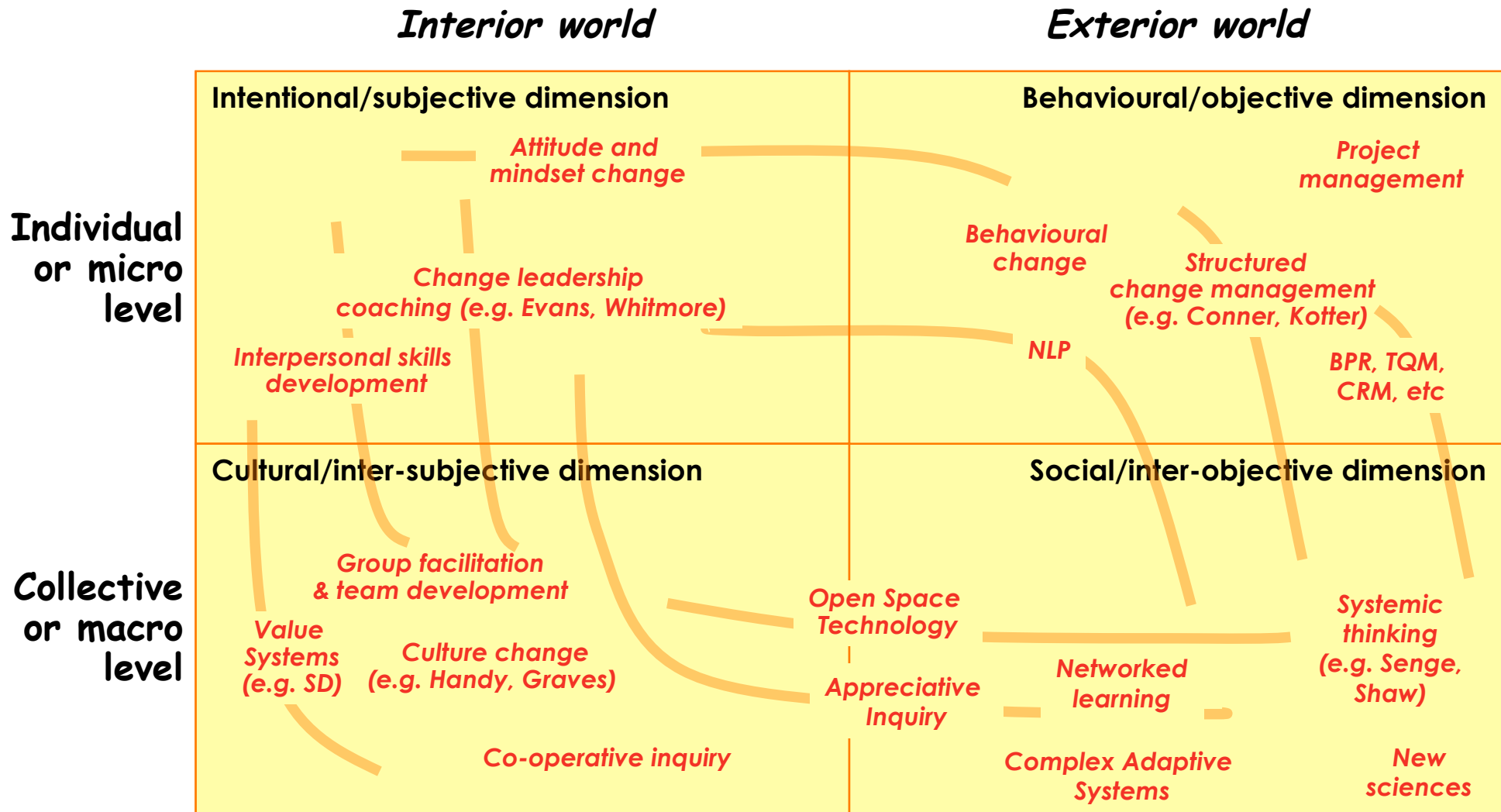
Social/inter-objective perspective

Systemic-integrative approaches

*Whole systems change
Systemic change facilitation*

Changing whole system dynamics

Examples of organisational change approaches anchored within each perspective







The four dimensions of organisational change

(what we are looking at)

Interior world

Exterior world

<p>Individual or micro level</p>	<p>Intentional/subjective dimension</p> <p><i>People's experience Motivation and meaning Attitudes, mindsets and emotions Personal and leadership development</i></p> 	<p>Behavioural/objective dimension</p> <p><i>Business process Measurement and metrics Performance and results Behaviour and skills</i></p> 
<p>Collective or macro level</p>	<p>Cultural/inter-subjective dimension</p>  <p><i>Culture and values Shared purpose Vision and mission Teambuilding and group dynamics</i></p>	<p>Social/inter-objective dimension</p>  <p><i>Whole system Interrelationships and patterns Larger environment Stakeholder networks</i></p>

Types of change

Type of change
Mergers & acquisitions
Strategic re-alignment
Downsizing or restructuring
Supply chain partnering
or outsourcing
Customer oriented change
Culture change
New business processes
New Systems

Level of intervention

Individual
Group
Organisation

Scale of change
Large scale - organisation wide
Continuous - increasing internal capacity
Project or area specific

Level of change

Level Two: Generative/
Transformational/reflective

Level One: Adaptive/
Behavioural/Non-reflective

Double loop

Single loop

Critical success factors of change

Planning Change

1. Change definition
2. Shared change purpose
3. Change leadership
4. Change legacy, readiness and capacity
5. Change management infrastructure

Implementing Change

6. Engagement processes
7. Connection and commitment
8. Barriers and resistance
9. Quick wins and communication

Sustaining Change

10. Consolidation and adjustment
11. Embedding change
12. Learning and building for the future

Change definition

- What?
- Why?
- Who?
- How?
- When?

Engagement processes

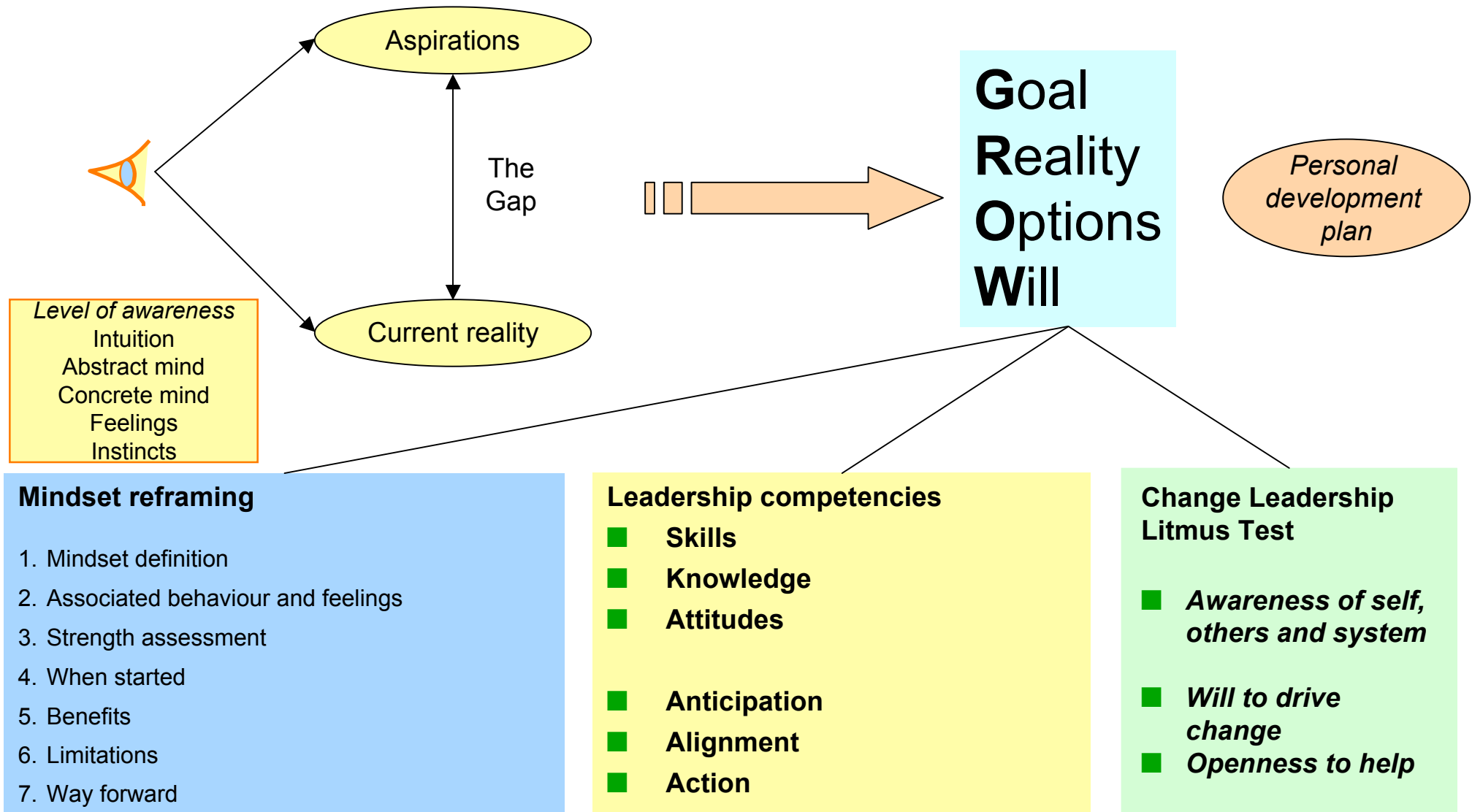
- Informing
- Involving
- Learning
- Rewarding
- Communicating
- Modelling
- Aligning

Levels of learning & change

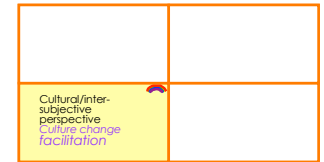
- Organisation
- Team
- Individual




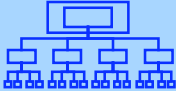


A model for change leadership coaching

Intentional/subjective perspective Change leadership coaching	



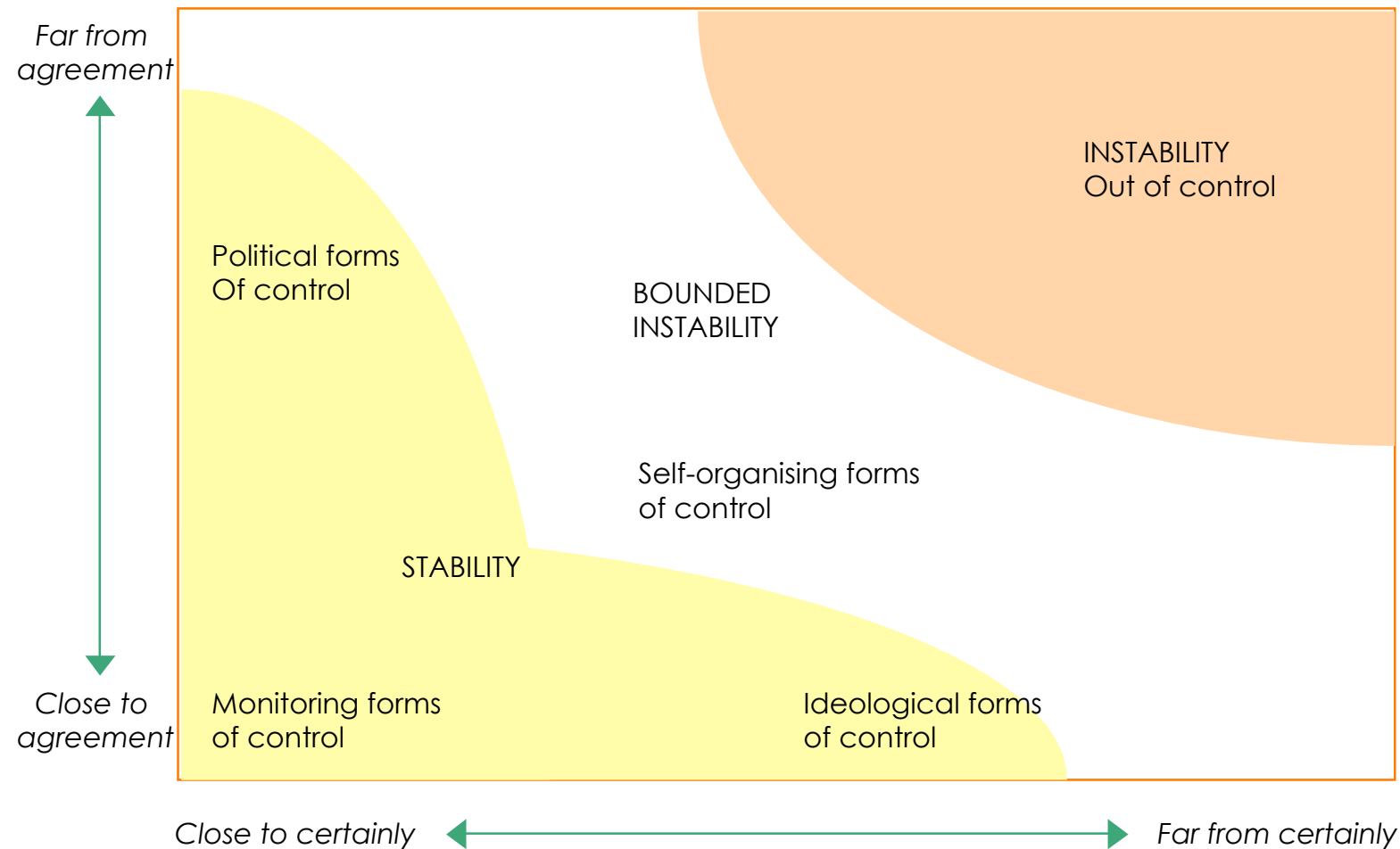
Cultural orientations and value systems



Culture orientation	Leadership style	Motivation	Forms	Thinking mode
Knowledge	Integrative	<i>Learning and synergy</i>	The form is a flow 	Systemic
Relationship	Social	<i>Participation and growth</i>	The form is a peer community 	Relativistic
Achievement	Enterprising	<i>Goal achievement and creativity</i>	The form is an economic game 	Multiplistic
Role	Hierarchical	<i>Responsibility and order</i>	The form is a pyramid 	Absolutist
Power	Autocratic	<i>Rewards and respect</i>	The form is an empire 	Egocentric
Community	Tribal	<i>Belonging and safety</i>	The form is a circle 	Animistic

Adapted from Spiral Dynamics, Beck & Cowan (1996)

Creating at the edge of chaos



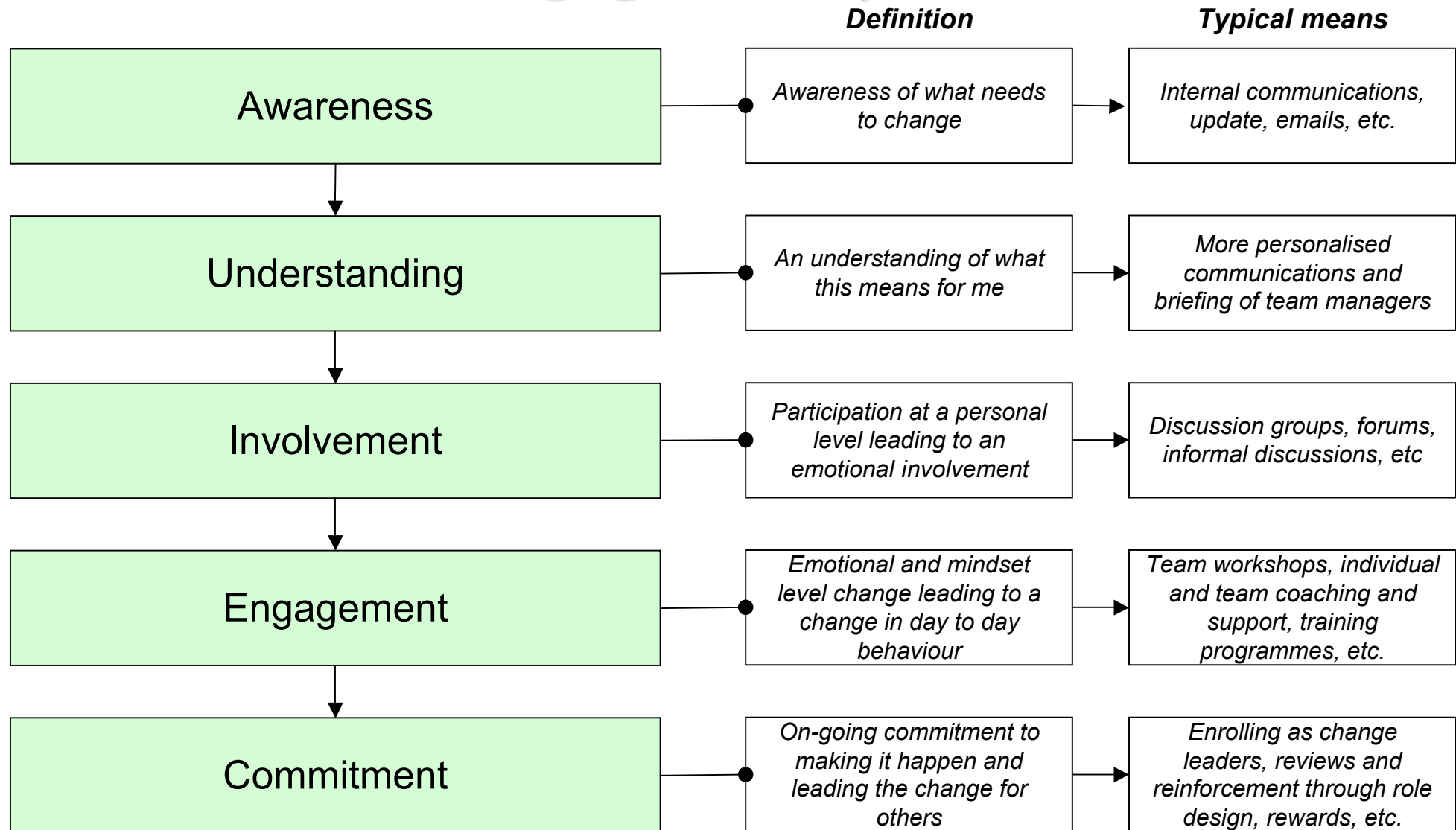
Some other change models and diagnostic tools

- Structured change management
 - Change definition
 - Engagement process
- Individual change and development
 - Change iceberg
 - Leadership Development Framework
- Cultural diagnostic models
 - Organisational Culture Index
 - Change diagnostic reading
- Systemic models
 - Levels of change
 - Key organisational elements

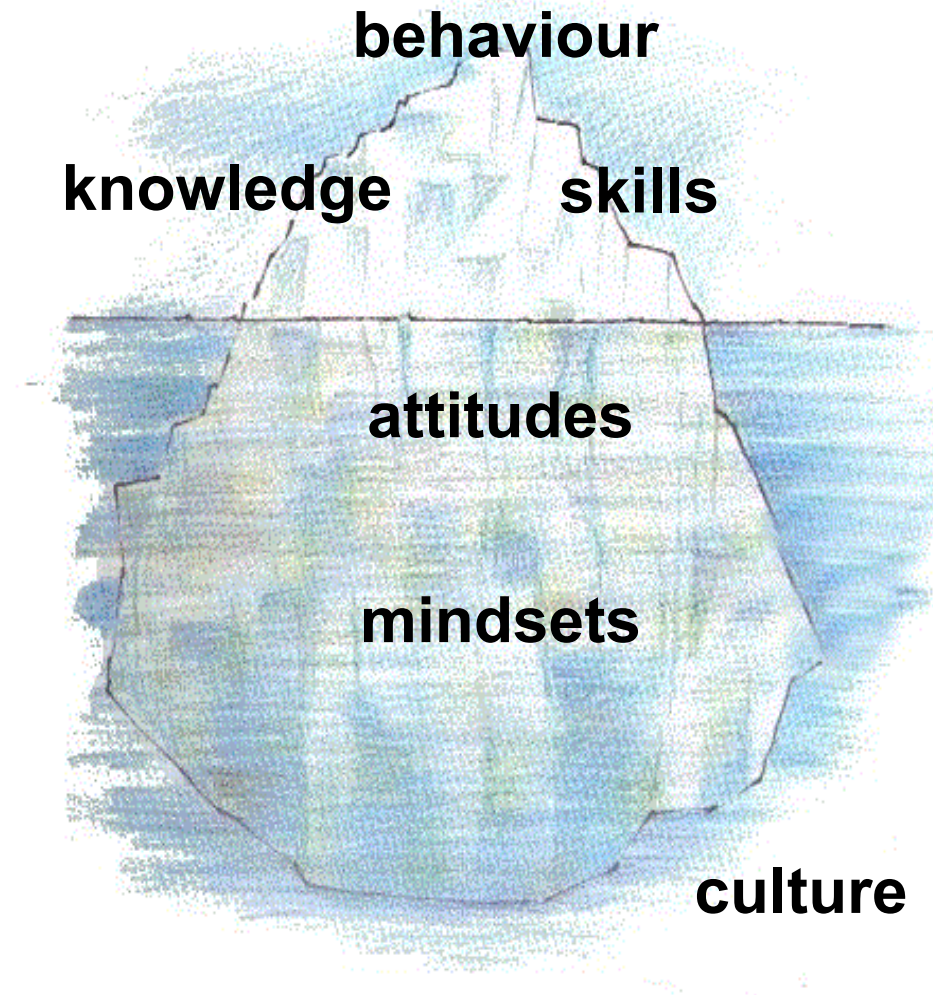
Change definition

- What
 - Individual mindsets, attitudes and behaviours - from what to what?
 - Collective value systems and culture - from what to what?
 - Key metrics and measures - financial, customer, internal, etc.
- Why?
 - Primary motivating force
 - Internal and external drivers
 - Risk analysis
- Who?
 - Change sponsors, leaders and agents
 - Key roles and groups
 - Specific individuals
- How?
 - Structural, process or systems implementation
 - Internal and external communications and education
 - Involvement and engagement programme
- When?
 - Phases, timescales and milestones.

The engagement process



Behavioural change iceberg



Change diagnostic reading

	Why?	Example	Change strategy implications?
Morale and state of mind	<ul style="list-style-type: none"> Engage with people's energy Get beneath the surface of what's going on 	Emotional state: <ul style="list-style-type: none"> Apathy/withdrawal Frustration/sabotage Anger/opposition Interest/support Passion/commitment 	How is resistance or support likely to manifest?
Attitudes and mindsets	<ul style="list-style-type: none"> "Blow off the froth" Identify key limiting beliefs and mindsets to change 	Assess attitudinal styles <ul style="list-style-type: none"> Positive versus negative Defensive versus constructive Passive versus aggressive 	What behaviour and attitudes need to change and which strategies will be most effective?
Change legacy and readiness	<ul style="list-style-type: none"> Find out how hampered we are by the past Identify possible change agents 	Levels of change engagement <ul style="list-style-type: none"> Awareness Involvement Engagement Commitment 	What actions will be needed to achieve each level of change engagement?
Underlying culture and value system	<ul style="list-style-type: none"> Identify value systems profile Connect with people's personal values 	Internal versus external orientation Individualistic versus team orientation Discretion versus control orientation Value system DNA: <ul style="list-style-type: none"> autocratic, power-oriented hierarchical, role-oriented enterprising, achievement-oriented social, relationship-oriented systemic, knowledge-oriented 	What language do we need to use to motivate people?

Levels of change



Key organisational elements

