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Essentiële succesfactoren voor elk innovatie- of veranderingsstraject

Is je organisatie en elk individueel talent “Agile” genoeg om de versnelde veranderingen, die zowel in de markt als in het volatiel economisch klimaat plaatsvinden, te beantwoorden ?

6 juni 2012

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Contents

- **The challenges of a changing organization**
- **About Organizational Agility and Change Capability**
- **Sharing experiences of implementing Change Capability**

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To be more put in a H&PS Vlaamse regering context

Theme: building change agility within governement
What is the need ? Why ? Any recent evolution in that domain?

The challenges of a changing organization

- **Organizations today are experiencing significant organizational changes**
  - Focus on customer orientation, problem solving and innovation
  - Employees asked to do more with fewer resources in shorter time frames
  - The aging workforce forces talent to work across different departments and teams
  - Shift from traditional work environment to a project culture

- **Organizations often rely on external talent and expertise to effectively manage these major changes**
  - Lack of in-house change management processes and skills leads to heavy reliance on external consultants
  - Challenges for line managers who must manage inconsistencies with different vendors' change management approaches / language / perspectives

- **Organizations recognize constant pace of change requires more than point-in-time help**
  - Need change management to become part of the culture
  - Multiple ways of managing change is hard for employees to absorb

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The ability to manage and execute change is critical to an organization's success

Change is constant

1. Continual and accelerating pace of change
2. Multiple drivers - multi-polar world, technology change, competition, cost-cutting
3. Large-scale change across all dimensions of the enterprise

+

Change is difficult

1. Lack of organizational capability around change
2. Lack of understanding of how to manage change
3. Lack of insightful tools, approaches and measurement

A track record of failure

⟶ 70% of reengineering efforts fail to get implemented

⟶ 74% projects are not successful[1]

⟶ 53% projects cost 189% more than planned[2]

Leads to:

⟶ Overbudget, overschedule programs

⟶ Lack of benefits realisation and ROI

⟶ Widespread resistance to change across the organization

Source: *1. Mike Hammer – The Agenda 2001*

2. Business Decision Reengineering, Stephen Bevan, The Work Foundation, March 2003

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The ability to manage and execute change is critical to an organization's success

to select one animal that represents "change capability" for you

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Organizational agility

"The new business environment will favour those organizations able to execute innovations faster, and to move their organizations forward more nimbly."

ADAPTABILITY + SPEED = AGILITY

- **Value proposition: Agile organizations are able to**
  - Innovate faster and in new markets
  - Develop and sourcing the right skills to respond flexibly and at speed to an ever-shifting portfolio of skills
  - Establish innovative human capital strategies today for attracting, developing and retaining their workforce of the future

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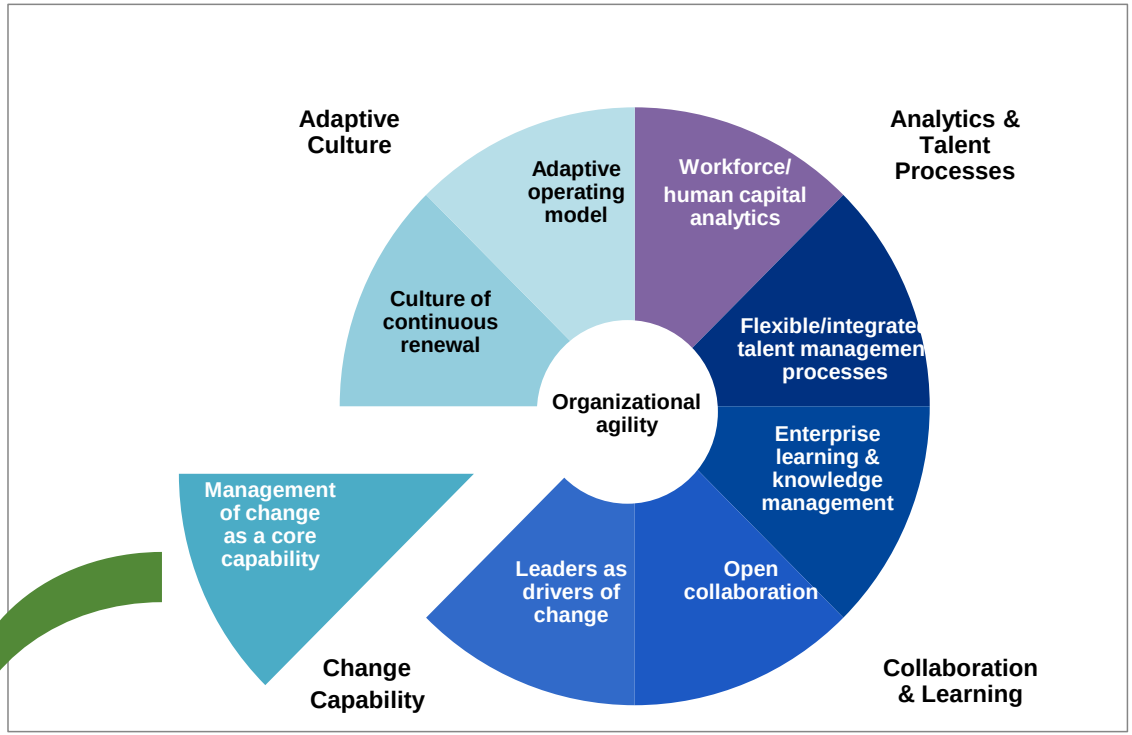
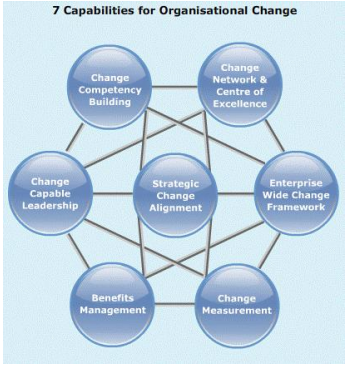
Dimensions of organizational agility

- **Agile organizations…**
  - Innovate faster
  - Respond with purpose to short-term urgencies
  - Rapidly re-skill and re-focus the workforce to meet changing business needs
  - Sustain changes over time



- **We will now focus on management of change as a core capability**



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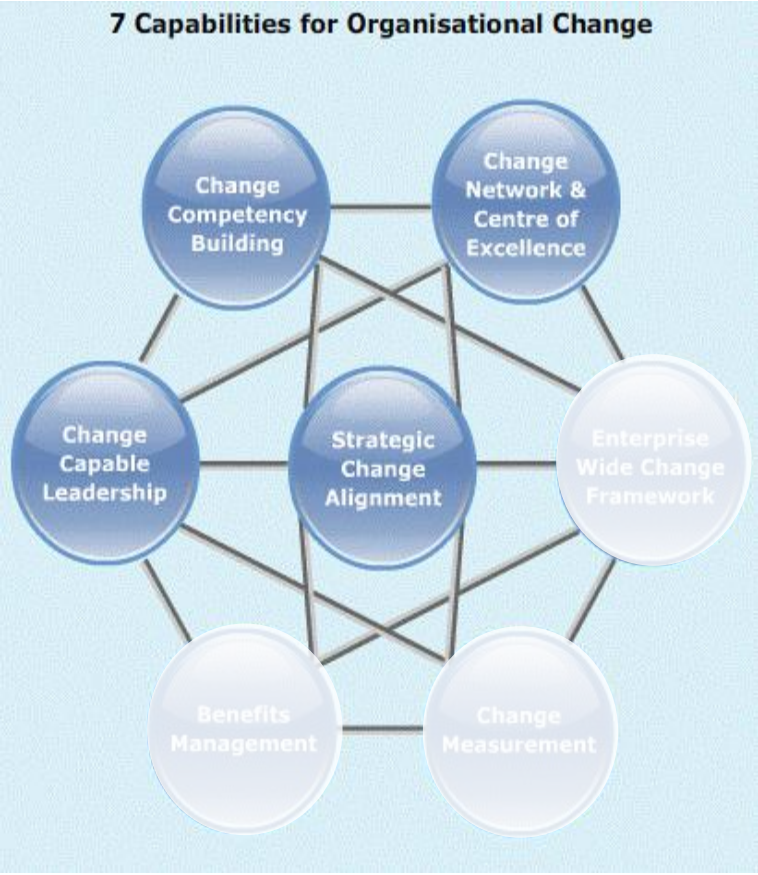
7 Capabilities for Organizational Change (1/2)

Seven core capabilities have been identified to establish a change capability within an organization and to create a change-receptive and change-adaptive culture.



- **Strategic Change Alignment**
  - A critical management process that works across organizational silos should be in place to address the question “is the change effort focused on building the key capabilities needed to achieve our current strategy?”
- **Change Capable Leadership**
  - Change sponsorship needs should be understood from board-level to mid-level leadership, all of whom should be able to act as an active role-model in leading the change agenda.
- **Change Competency Building**
  - Critical skills and competencies required of different players in change management.
- **Change Network & Centre of Excellence**
  - Develop an embedded set of change-capable people within the organization, e.g. Centre of Excellence.

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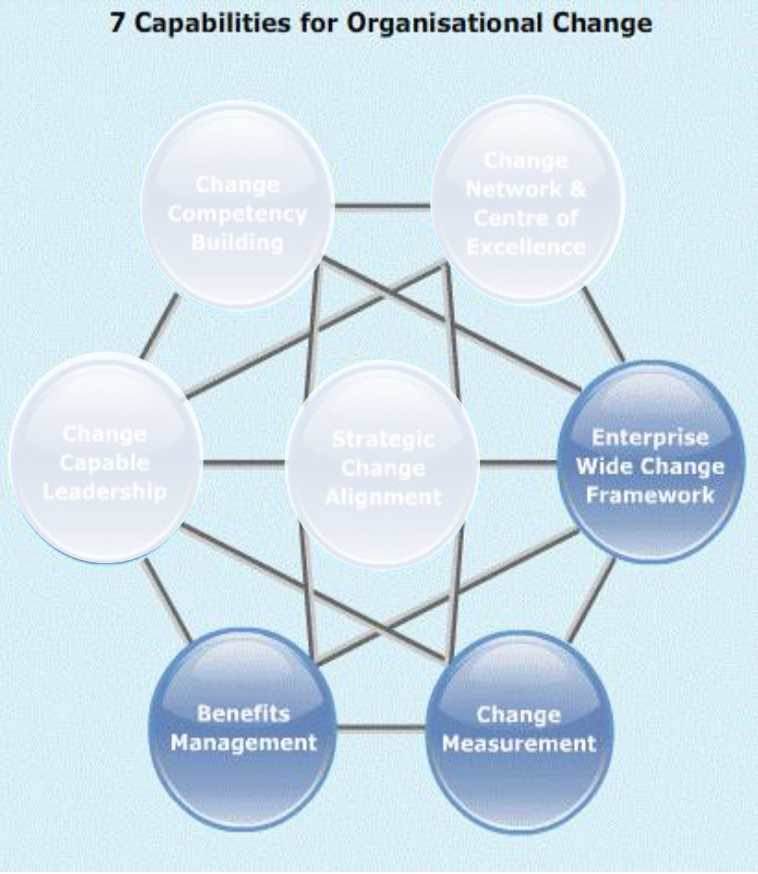
7 Capabilities for Organizational Change (2/2)



- **Enterprise Wide Change Framework**
  - The organization should have a shared set of consistent and comprehensive change management practices, tools, and templates, which are adopted and accessible by all, and used in every project and program in an action-oriented way.
- **Change Measurement**
  - There should be a culture of accountability, supported by a set of processes and scorecards, that allows the organization to measure progress against the change plan
- **Benefits Management**
  - A benefits management approach should be defined and established to focus program stakeholders on maximizing the ROI from the change.

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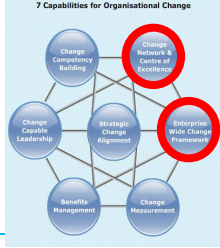
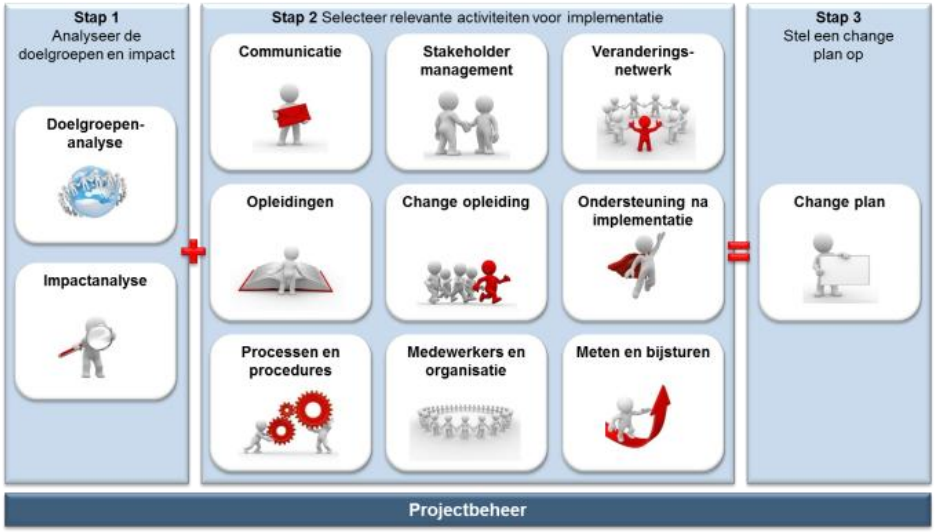
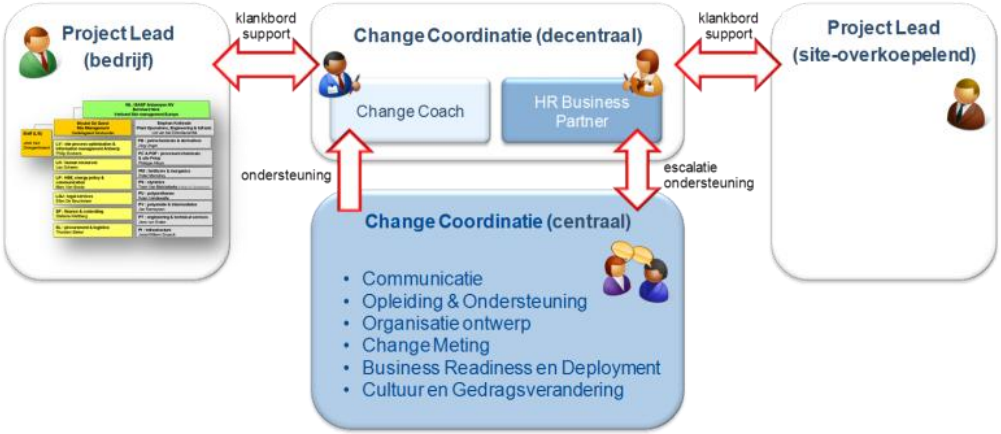


Case #1 – Global Chemical Company





- **Develop a change framework**
  - Development of a change management toolkit including definitions, risks if not applied, tips and tricks, step by step activities, roles and responsibilities, job aids and templates for each change management activity
- **Set-up of a change network & centre of excellence**
  - The development of change management competence center and in-house change management capabilities
  - The set up of a change network with change coaches who are responsible to implement the change management activities on the field
  - Training for the change coaches by means of a customized business game during a 2 days seminar

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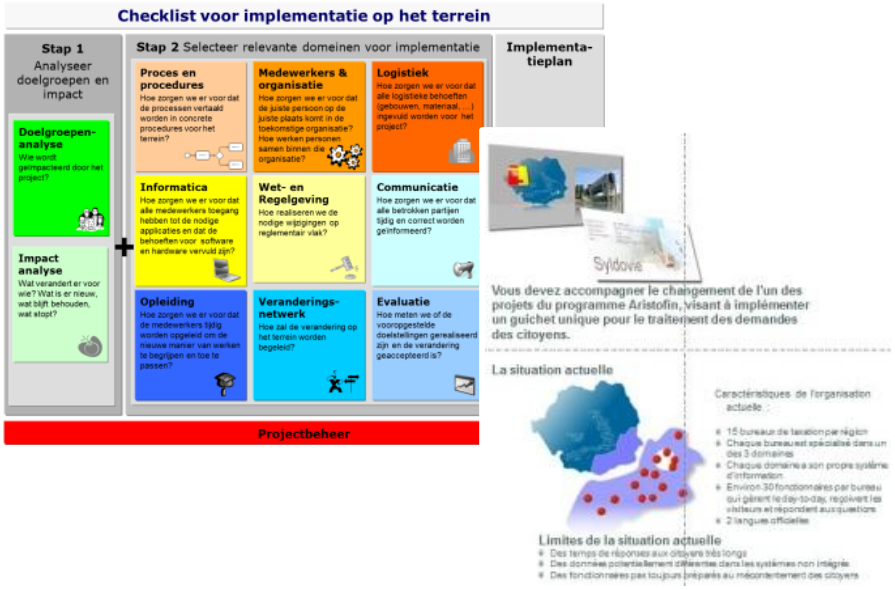
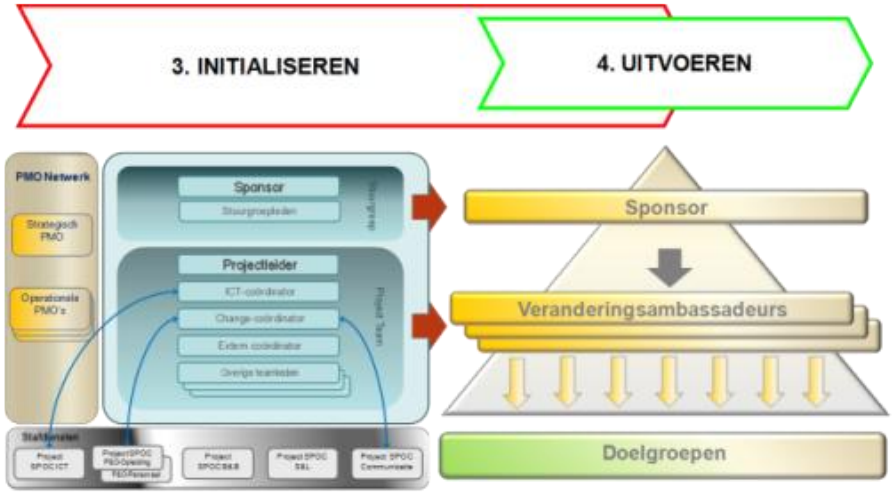
Case #2 – Belgian Ministry





- **Develop a change framework**
  - Development of a change management toolkit including definitions, risks if not applied, tips and tricks, step by step activities, roles and responsibilities, job aids and templates for each change management activity
- **Set-up of a change network & centre of excellence**
  - The set-up of internal change management knowledge cell
  - Deploy training sessions related to change management for project managers and members who play an active role in change management activities in the modernisation projects => “Case study: Syldovia Ministry”
- **Change measurement**
  - Set-up of a survey that measures leadership, accountability and teamwork of the impacted end-users of a project or program

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Lessons learned and Key Success Factors

What do have those 2 cases in common?

Strong sponsorship and visible leadership support committed to results

- Senior Leadership support and sponsorship for building internal change capability is critical to demonstrate desired behaviors and helps employees see importance of business success.
- Establish Change Agent Network to serve as advocates for change, communicate change initiatives, identify and resolve change issues, and promote change awareness, understanding, buy-in and commitment.
- Measure change management results and communicate results throughout organization.

Invest in a comprehensive change methodology

- Establish an enterprise-wide framework and methodology for change management, problem solving and process improvement.
- Change management processes, tools and templates must be simple to use and allow for flexibility.
- Roll out the methodology (in a simple form) across the organization to build understanding of the process / terminology.

Staff change capability organization with skilled resources

- Avoid re-branding HR resources as “change resources” without appropriate up-skilling.
- Staff change capability gradually based on internal needs.
- Consider using a mix of internal and external talent to staff the change capability function rather only hiring from within.

Incorporate change into the organization’s culture “via” day-to-day activities

- Incorporate change management into all levels in the organization
- Execution of change management activities need to be aligned with business vision, strategy and goals.
- Be cautious of adopting a “just do it” approach – it tends to cause employees to perceive change as something that happens to them and prevents adoption.
- Ensure the change capability is sustainable or employees will return to original ways of behaving (what is comfortable).
- Reward and recognize contributions that support change behaviors.

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Appendix

Organization change capability assets and tools
More information

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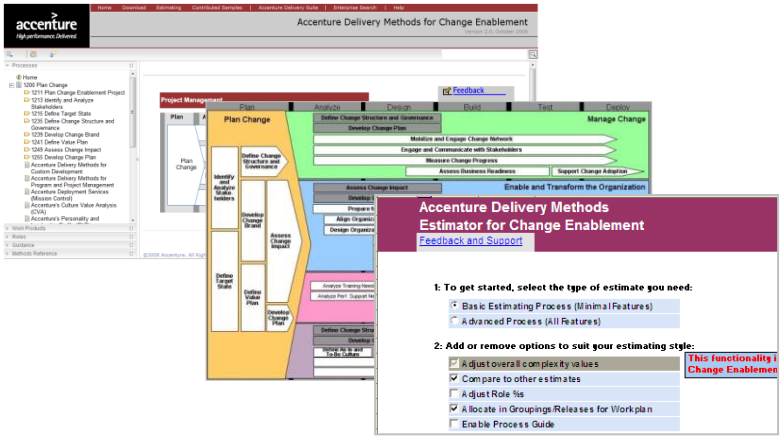
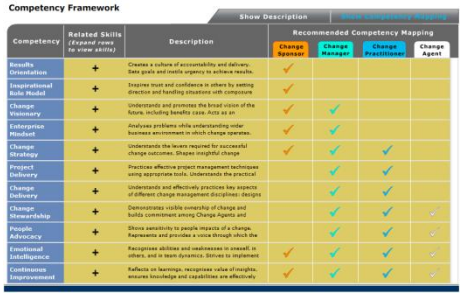
Organization change capability assets and tools

Change Enablement Methods, Framework and Estimator

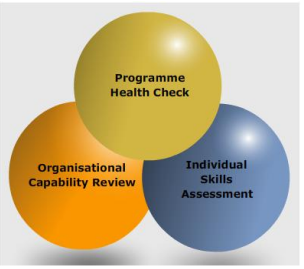


The Mind Gym toolbox

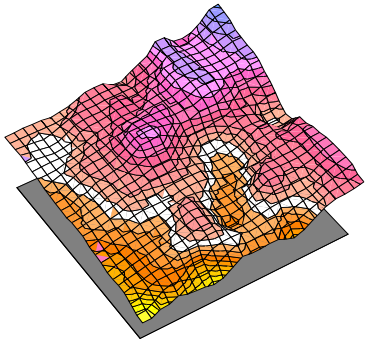
Change Competency Framework



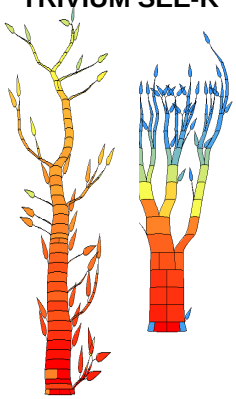
Change Diagnostic Suite



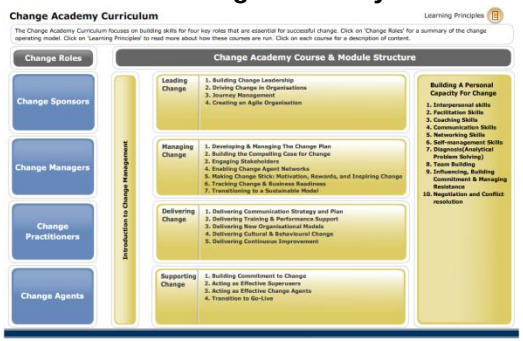
ChangeTracking ®

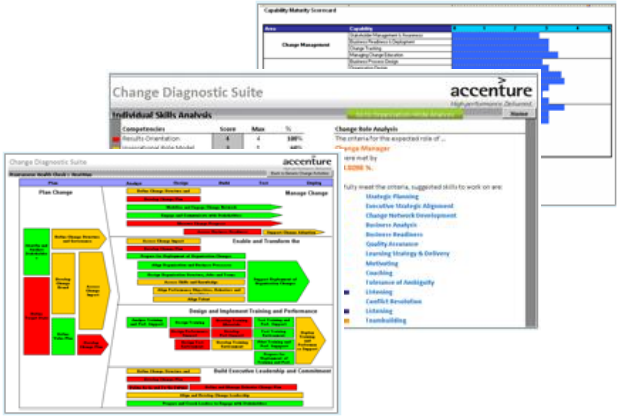


TRIVIUM SEE-K



Change Academy ®





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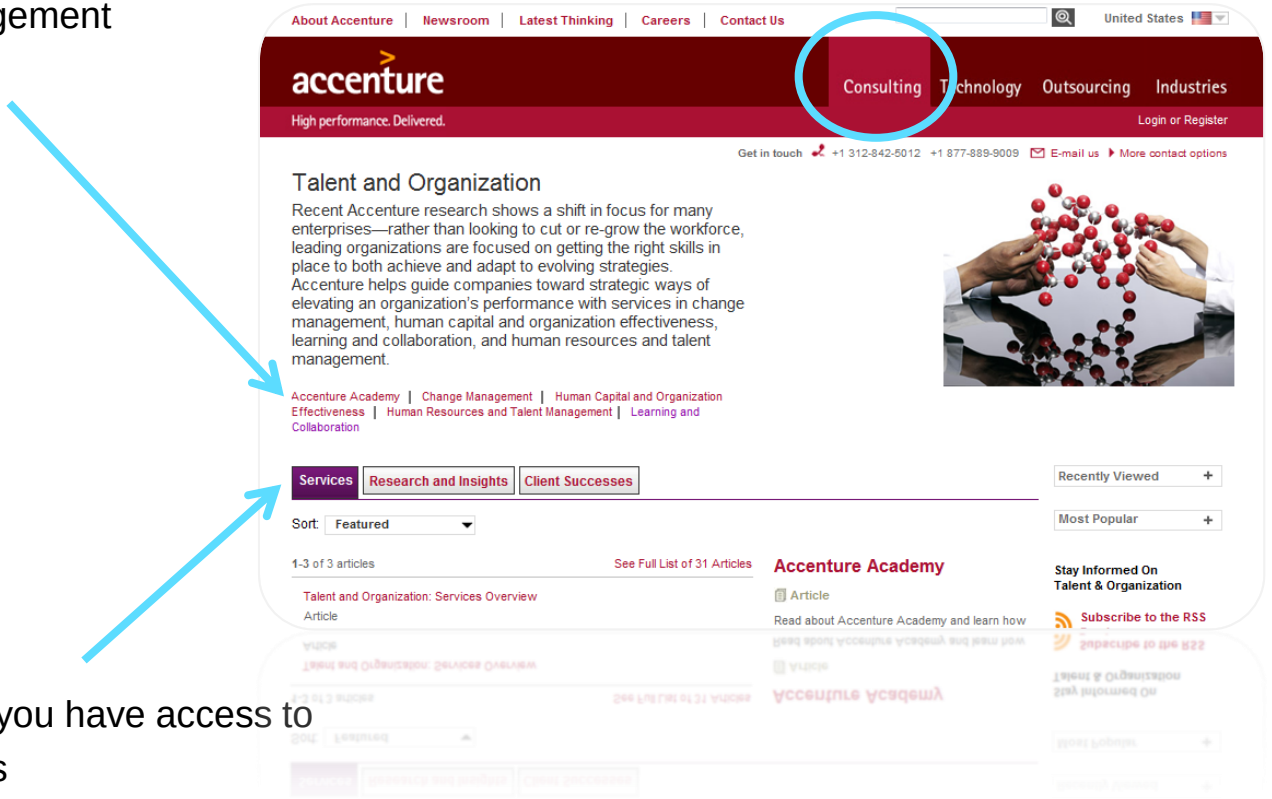
Surf on our website for more free insights (1/3)

- **First level**
  - http://www.accenture.com/us-en/consulting/talent-organization/Pages/index.aspx
    - There are links for more information a.o. on
    - Change management



  - For each of them, you have access to
  - Accenture services
  - Research and Insights
  - Client successes

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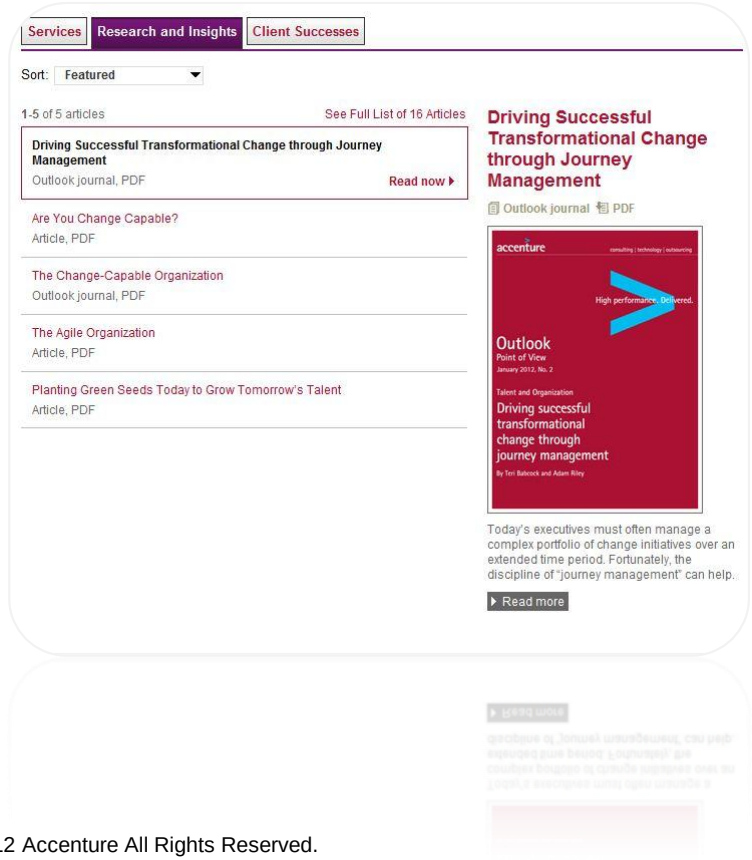
Surf on our website for more free insights (2/3)

- **Second level**
  - Navigate to “Change Management” (direct link http://www.accenture.com/us-en/consulting/talent-organization/change-management/Pages/index.aspx?tab=2)
  - Some examples of relevant thought knowledge you can access under “Research and Insights” tab



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Leading Change Management thought leadership on key client topics…

[The Change-Capable Organization]

[Creating an Agile Organization]

Across growth platforms…

[Driving Successful Outsourcing through Transformation of the Retained Workforce]

With relevant industry examples across a wide range of change journeys.

[CM SAP Case Study at Large Global Manufacturing Company]

[CM PMI Case Study at Merck]

[Are You Change Capable? Talent Management Magazine Cover Article]

[The Change-Capable Organization Podcast]

[Leading and Managing Change in a Multi-Polar World]

[Embedding CM into Your SOA Development Strategy]

[Innovative CM Case Study at Global Agro Equipment Manufacturer]

[CM IT Transformation Case Study at Pharma Company]

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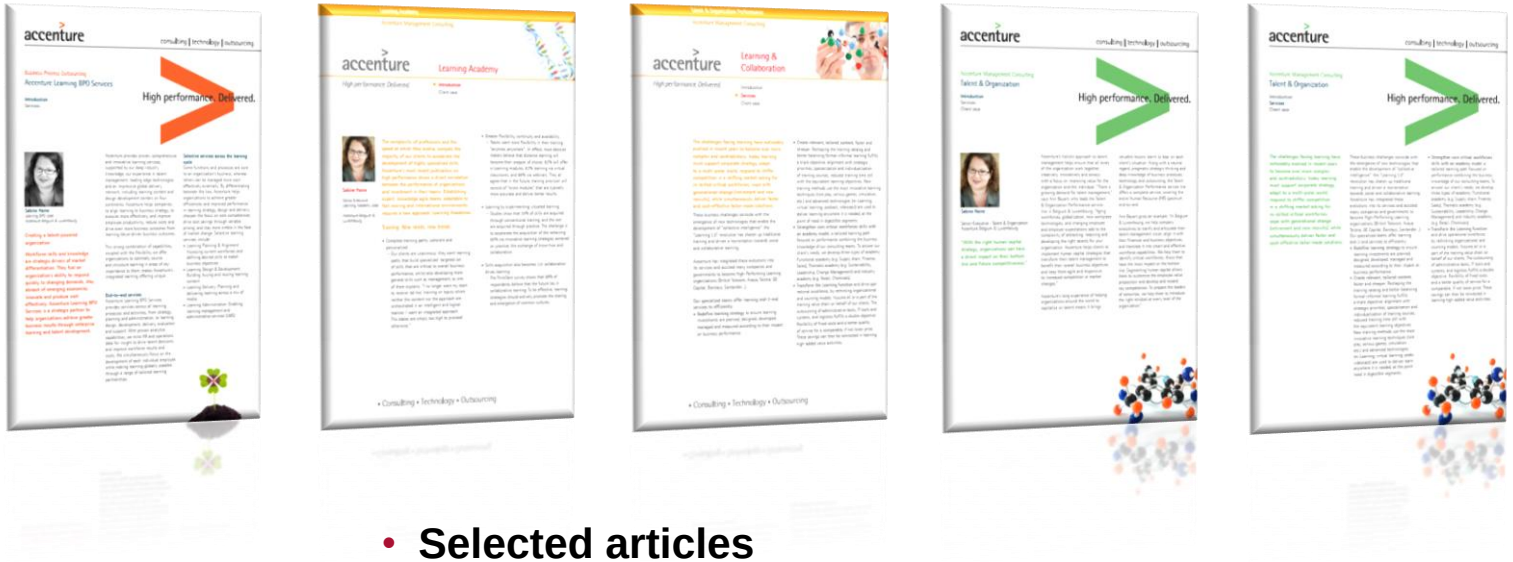
More information in your participants map

- **About our "Change Management" services**



- **Selected articles**

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Het onbekende goud in uw organisatie: medewerkers als ware resources voor innovatie!

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Considérer ses collaborateurs comme une véritable source d'innovation.

Prof. Frederic Anseel *(UGent / Vigorinnovation)*

Vigorinnovation heeft recent vanuit de bevindingen van onderzoek kaartjes uitgewerkt die iedereen kan gebruiken die bezig is met veranderingen in zijn organisatie: ze vertellen wat volgens onderzoek wel kan werken, en wat in de praktijk niet zal werken, ook als men dat tot nu toe dacht.

Sur base de constats et de recherches, Vigorinnovation a récemment mis au point une série de balises utiles pour toutes les personnes qui gèrent les changements et les mutations au sein d'une organisation. Celles-ci mettent l'accent sur ce qui peut fonctionner mais également sur ce qui ne peut fonctionner

"Wetenschap die u kan en zal helpen".