

Outcome
Delivery
Network

Why Transformation Efforts Can Fail?

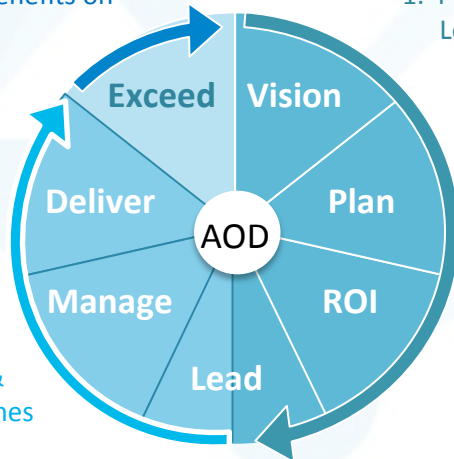


From John Kotter's article in Harvard Business Review, Mar-Apr 1995.....Avoiding the 8 Common mistakes in Organisational Transformation programmes....

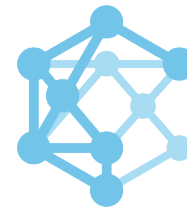
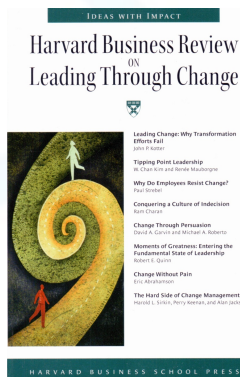
.....and using this knowledge To Prepare Better and Lead Brilliantly

3. Harvest Benefits on schedule

1. Prepare Better, Lead Brilliantly



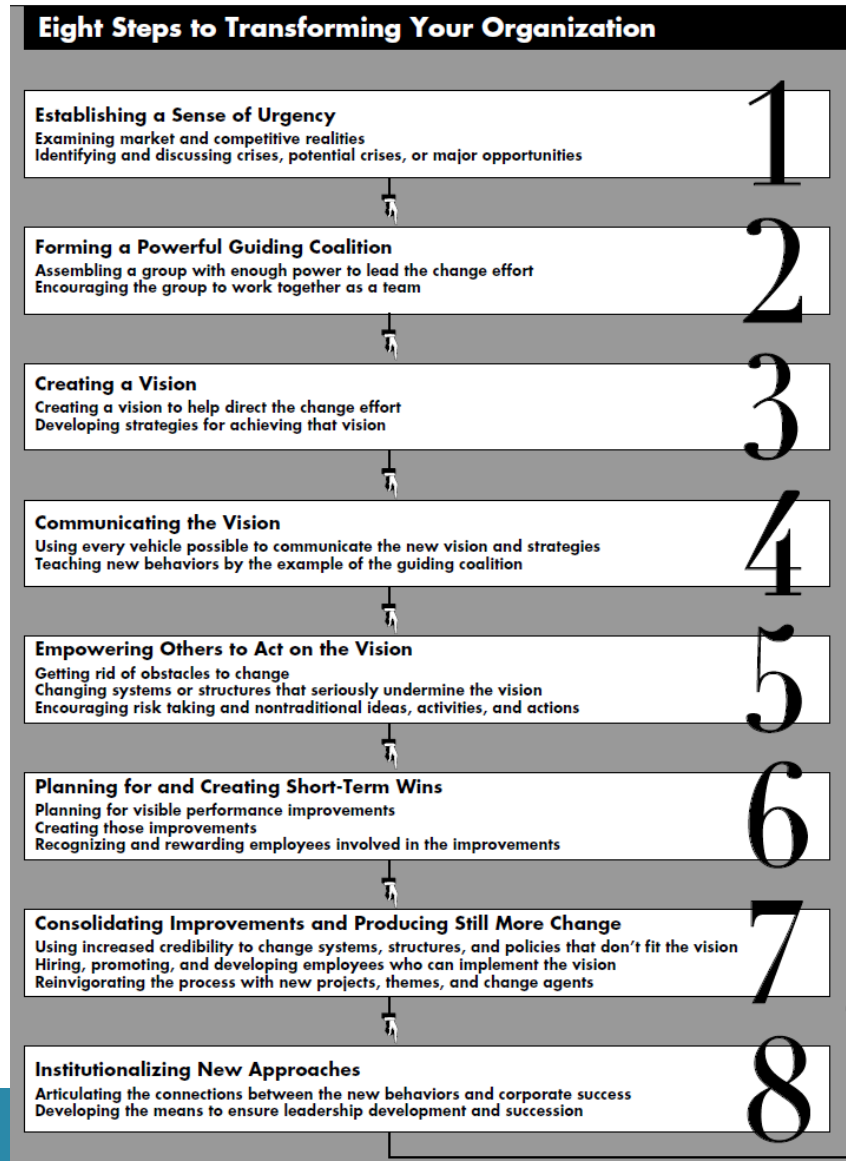
2. Deliver Projects & Programmes Smarter



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Why
Transformation
Efforts Fail?
Learning from
Others Great Ideas

How to Transform Your Organization



Institutionalising Learning

- I. What's our change delivery experience (what do we need to learn from, and sort)?
- II. What have we tried before that has now been successful?
- III. Are we willing to try a new approach?



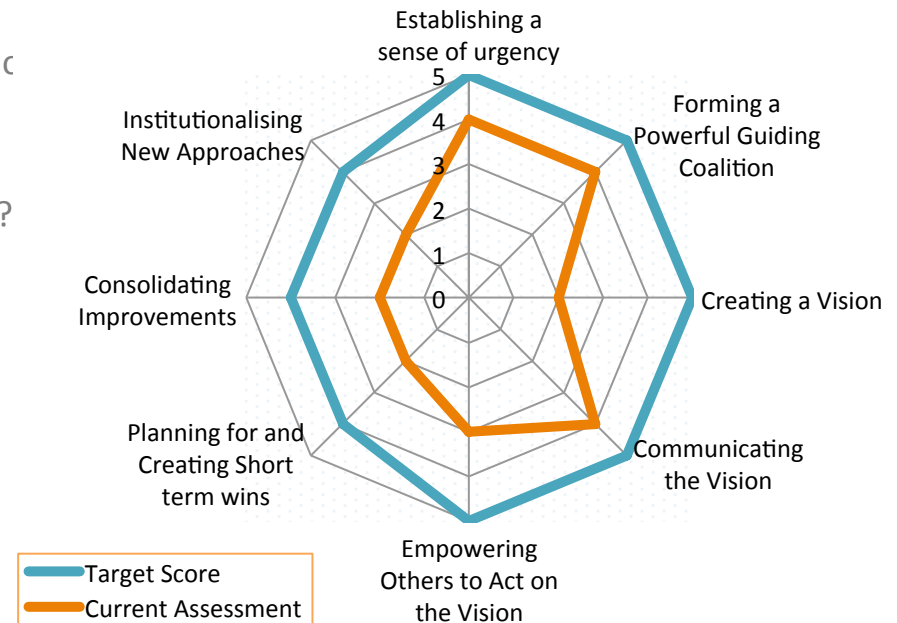
Considering Kotter's advice

What can we learn from leading practice?

1. Have we established a sense of urgency on the need for change?
2. Do we have a powerful guiding coalition to lead the change?
3. Have we established a clear Vision for change?
4. Do we communicate the vision for change well?
5. Have we empowered others to act on the change vision do we have bureaucratic control processes?
6. Do we plan to create short term wins?
7. How effective are we at consolidating improvements?
8. Do we institutionalise new approaches well?

How do we improve from our current position?

Learning from Kotter's Lessons (Why Transformation Efforts Fail?)



Developing our Transformation Plan

As described in our other tools and in the AOD manual, we start with creating the vision for change. AOD's Show-Me Events are the compass to define our direction of travel on our change journey.

If you have been following our approach and using the other tools, you will know we define direction of travel and then create right to left plans – working backward from desired outcomes – to create our tipping points and milestones in our transformation plan – as two of the principle deliverables in our Prepare Better & and Lead Brilliantly stage. But this just gets the core team aligned around the direction and plan the Executive wish the company to follow.

So now, again before we actually start significant investment cash outflows, we recommend broadening staff engagement and understanding by undertaking a change readiness assessment. This tool establishes for those running a change programme important baselines against which we can test understanding of, and support for, the transformation plan and purpose. We also use part of this survey to test that we are learning from Kotter's lessons and that we are developing an engagement approach in communications planning that will present us with the best chance of collective success in our change efforts.

Once we have assessed the current state of understanding the tool overleaf refers its analyzers back to the appropriate 'how-to' guide steps in the AOD manual.



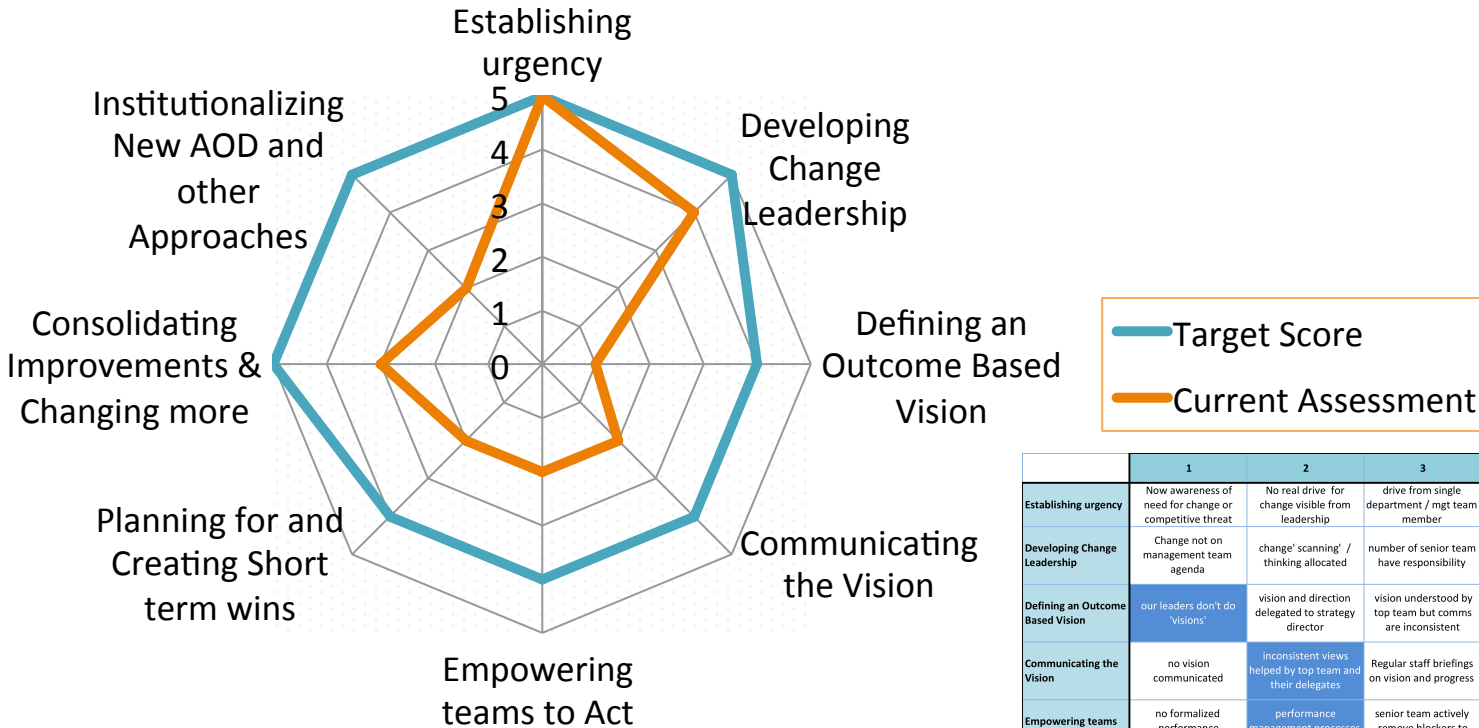
AOD Change Analyzer*

	1	2	3	4	5	Current Assessment
Establishing urgency	Now awareness of need for change or competitive threat	No real drive for change visible from leadership	drive from single department / mgt team member	some collective understanding of need and drivers	burning platform' / accepted and agreed by senior team	
Developing Change Leadership	Change not on management team agenda	change' scanning' / thinking allocated	number of senior team have responsibility	active discussion of change, threats & opp'ys at mgt team	shared Δ accountability demonstrated by whole mgt team	
Defining an Outcome Based Vision	our leaders don't do 'visions'	vision and direction delegated to strategy director	vision understood by top team but comms are inconsistent	top team vision communicated but not acted upon	vision communicated well and commitment demonstrated through socialization	
Communicating the Vision	no vision communicated	inconsistent views helped by top team and their delegates	Regular staff briefings on vision and progress	full briefing cascade and various media involved	top team share the comms role and lead by example in stressing need for change	
Empowering teams to Act	no formalized performance management approach	performance management processes encourage new ways	senior team actively remove blockers to change	new work instructions mad processes are issued to embed Δ and felicity required	leaders and systems promote risk taking and reward new approaches	
Planning for and Creating Short term wins	staff not involved in short / long term business planning	teams involved in short term business improvement planning	improvement efforts resourced, planned and funded regularly	Business improvement successes recognized and rewarded locally	business improvement culture widely recognized across organization	
Consolidating Improvements & Changing more	no business improvement focus or desire	active challenge to process inefficiency - call-outs when inconsistent with vision	appoint change agents to challenge and drive process and structural change	performance management processes rewards change and improvements	process challenge to ways of working is the norm	
Institutionalizing New AOD and other Approaches	we don't encourage cottage industries to thrive	teams encourages to scan / assess other approaches	HR and Comms articulate links with new behaviours and change success	leaders demonstrate change behaviours and lead change	Leadership development and change mgt path clear to all	
Change Analyzer Score						



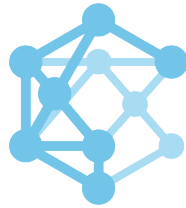
Analyzer Example

Learning from Kotter's Lessons (Why Transformation Efforts Fail?)



	1	2	3	4	5	Current Assessment	Desired Position
Establishing urgency	Now awareness of need for change or competitive threat	No real drive for change visible from leadership	drive from single department / mgt team member	some collective understanding of need and drivers	burning platform / accepted and agreed by senior team	5	5
Developing Change Leadership	Change not on management team agenda	change 'scanning' / thinking allocated	number of senior team have responsibility	active discussion of change, threats & opps at mgt team	shared Δ accountability demonstrated by whole mgt team	4	5
Defining an Outcome Based Vision	our leaders don't do 'visions'	vision and direction delegated to strategy director	vision understood by top team but comms are inconsistent	top team vision communicated but not acted upon consistently	vision communicated well and commitment demonstrated through socialization	1	4
Communicating the Vision	no vision communicated	inconsistent views helped by top team and their delegates	Regular staff briefings on vision and progress	full briefing cascade and various media involved	top team share the comms role and lead by example in stressing need for change	2	4
Empowering teams to Act	no formalized performance management approach	performance management processes encourage new ways	senior team actively remove blockers to change	new work instructions and processes are issued to embed Δ and felicity required	leaders and systems promote risk taking and reward new approaches	2	4
Planning for and Creating Short term wins	staff not involved in short / long term business planning	teams involved in short term business improvement planning	improvement efforts resourced, planned and funded regularly	Business improvement successes recognized and rewarded locally	business improvement culture widely recognized across organization	2	4
Consolidating Improvements & Changing more	no business improvement focus or desire	active challenge to process inefficiency - call-outs when inconsistent with vision	appoint change agents to challenge and drive process and structural change	performance management processes rewards change and improvements	process challenge to ways of working is the norm	3	5
Institutionalizing New AOD and other Approaches	we don't encourage cottage industries to thrive	teams encouraged to scan / assess other approaches	HR and Comms articulate links with new behaviours and change success	leaders demonstrate change behaviours and lead change	Leadership development and change mgt path clear to all	2	5
Change Analyze Score						21	36





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Will you try and avoid the usual mistakes?
AOD can help you. Call or contact us:

Steve Dickie

07725 070753

steve.dickie@outcomedeliverynetwork.com

www.outcomedeliverynetwork.com