

5 Key Characteristics of Successful Transformational Change

Dion Charles, Director of Change Management

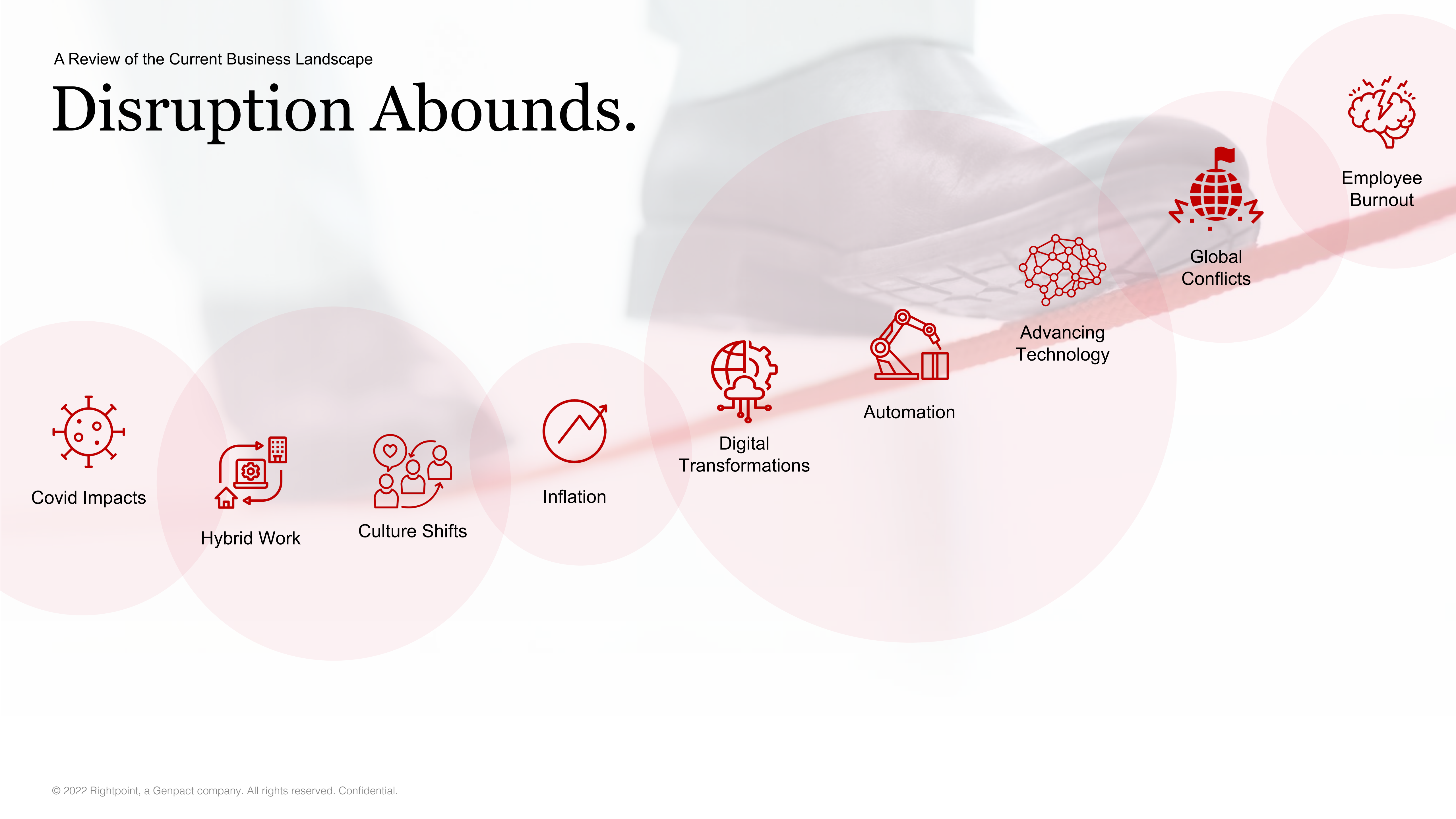
Agenda

- A Review of the Current Business Landscape
- Change Management Requires Change Management
- The 5 Key Characteristics of Successful Transformational Change
- Characteristics Exploration
- Summary and Final Thoughts

A Review of the Current Business Landscape

A Review of the Current Business Landscape

Disruption Abounds.



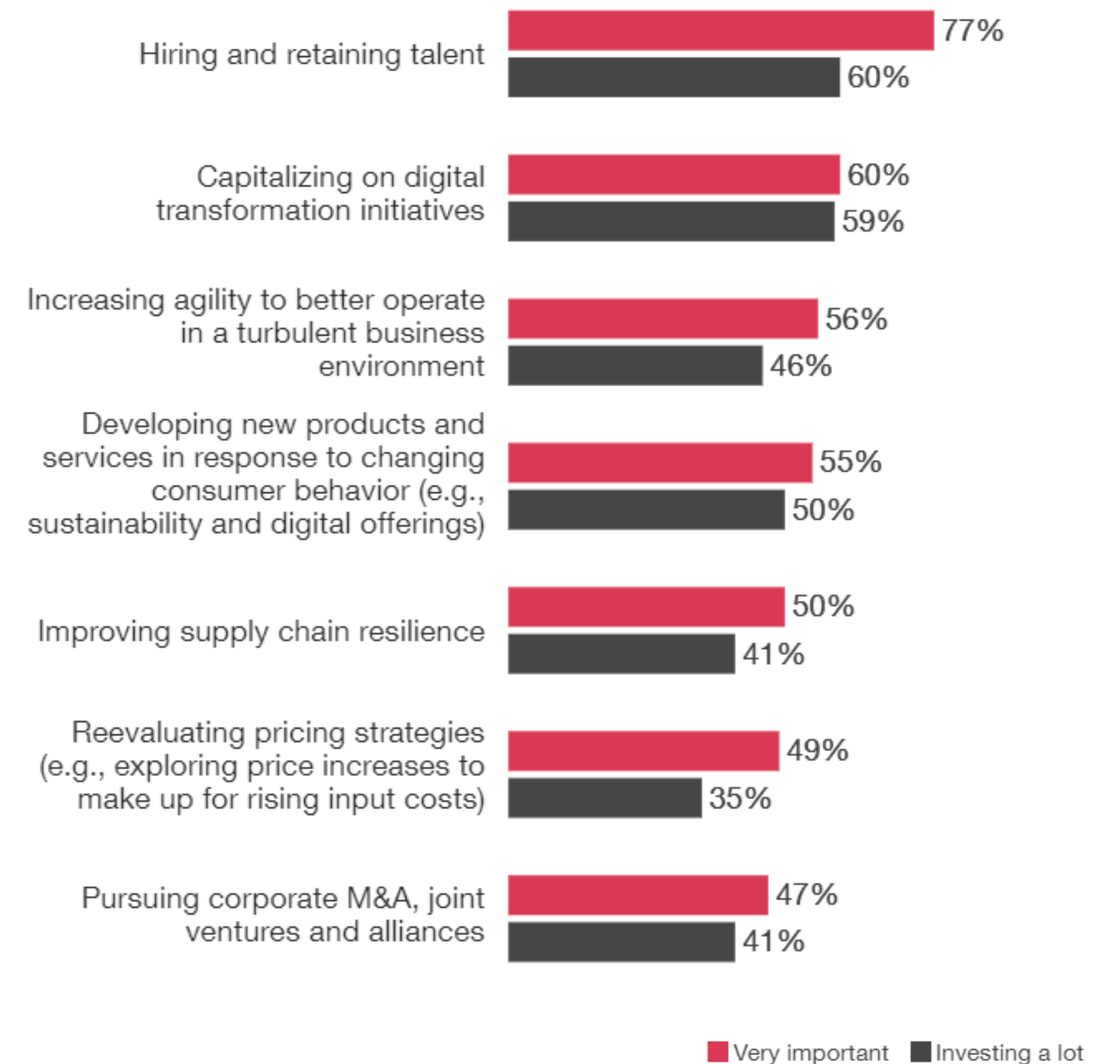
Leadership Responses to this Disruption.

Top three investment areas in 2022:

- Focus on talent retention
- Digital transformations
- Increased business agility

However, achieving significant returns on this investment requires a renewed focus on the human element of these organizational changes.

Companies are increasing investments in top growth drivers: talent and digital transformation



Change Management Requires Change Management

Persistent Organizational Change Management Headwinds.

Senior leaders continue to question Change Management's effectiveness and importance in enabling organizational transformations for a variety of reasons.

Leaders often believe
Change Management is...

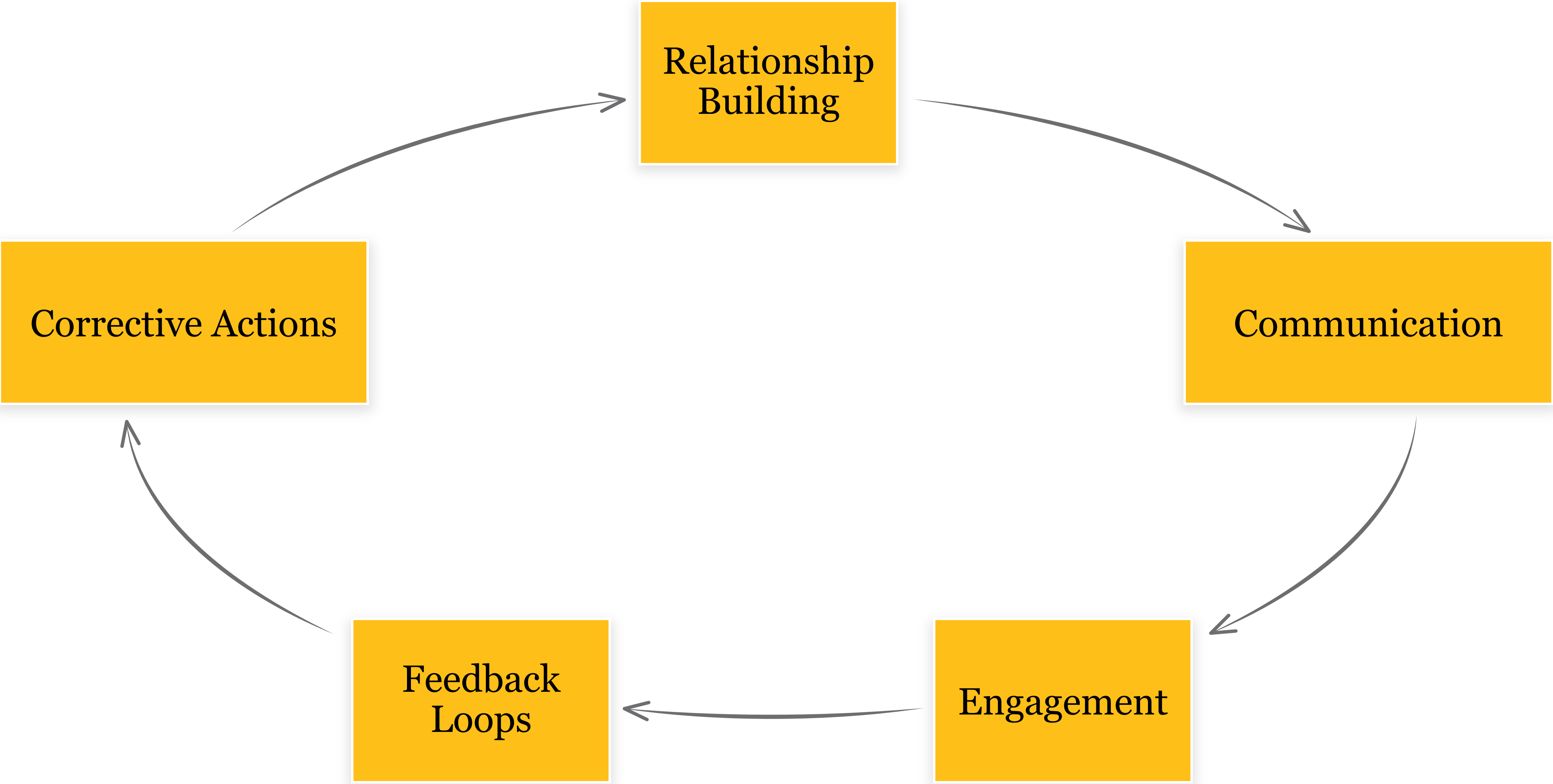
- Communications and Training
- Nebulous and Unmeasurable
- Too Focused on Soft Skills
- Difficult to Execute
- Irrelevant to Achieving ROI

Organizational Change Management is a framework of processes, tools, techniques and activities to support successful employee awareness and sustained adoption of organizational changes to existing business practices or cultural norms.

Dion Charles

Change Management Expert and Author; Learning to Manage Organizational Change: A Practical Guide for Project Leaders and Change Professionals

The 5 Key Characteristics of Successful Transformational Change



Characteristics Exploration

The What.

Successful change management requires the involvement and support of a broad coalition of leaders and employees throughout a transformational engagement.

Anatomy of a Strong Coalition

Senior
Leaders



Provides broad company-wide engagement

People
Leaders



Provides targeted engagement with direct reports

Employees



Provides subject matter expertise, delivers project feedback, and joins Change Agent Network

Project and
Change Team



Develops and delivers transformational outcomes

The How.

Change Managers need to build effective working relationships across the coalition groups.

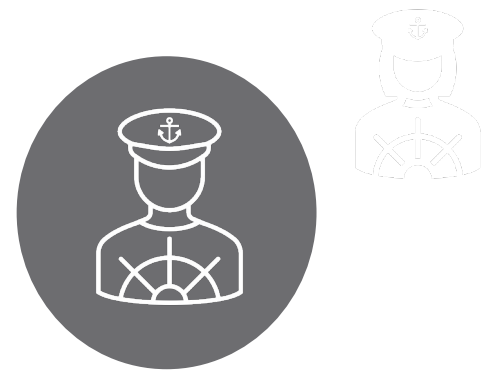


The What.

There can be no user change adoption without established two-way communication. Effective communication is required to support the organization's awareness of the need for change.

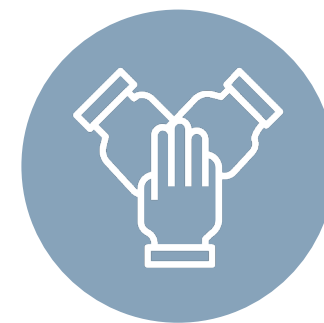
Preferred Senders of Communications

Senior Leaders



- Business reasons for the change
- Alignment of the change to the company's strategic roadmap
- Organizational change benefits
- Organizational risks if the change is unsuccessful

People Leaders



- Impact and benefits of change to department, business unit or team
- What's In It For Me? (WIIFM)
- Timelines and milestones
- Training expectations



The How.

The Change Team needs to create and execute an effective Communications Strategy across the transformation life cycle.

Communications Strategy Building Blocks

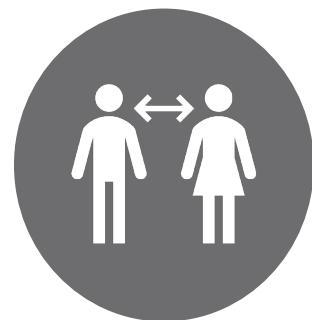


The What.

Engagement focuses on actively interacting with employees through formal or informal settings, to build trust and confidence that the transformation changes are important.

Engagement Examples

Face to Face
Meetings



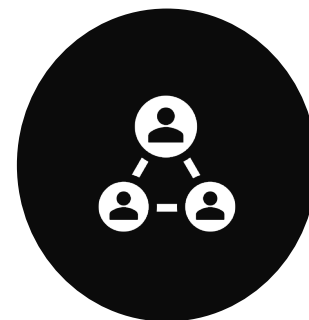
Virtual
Meetings



Forums

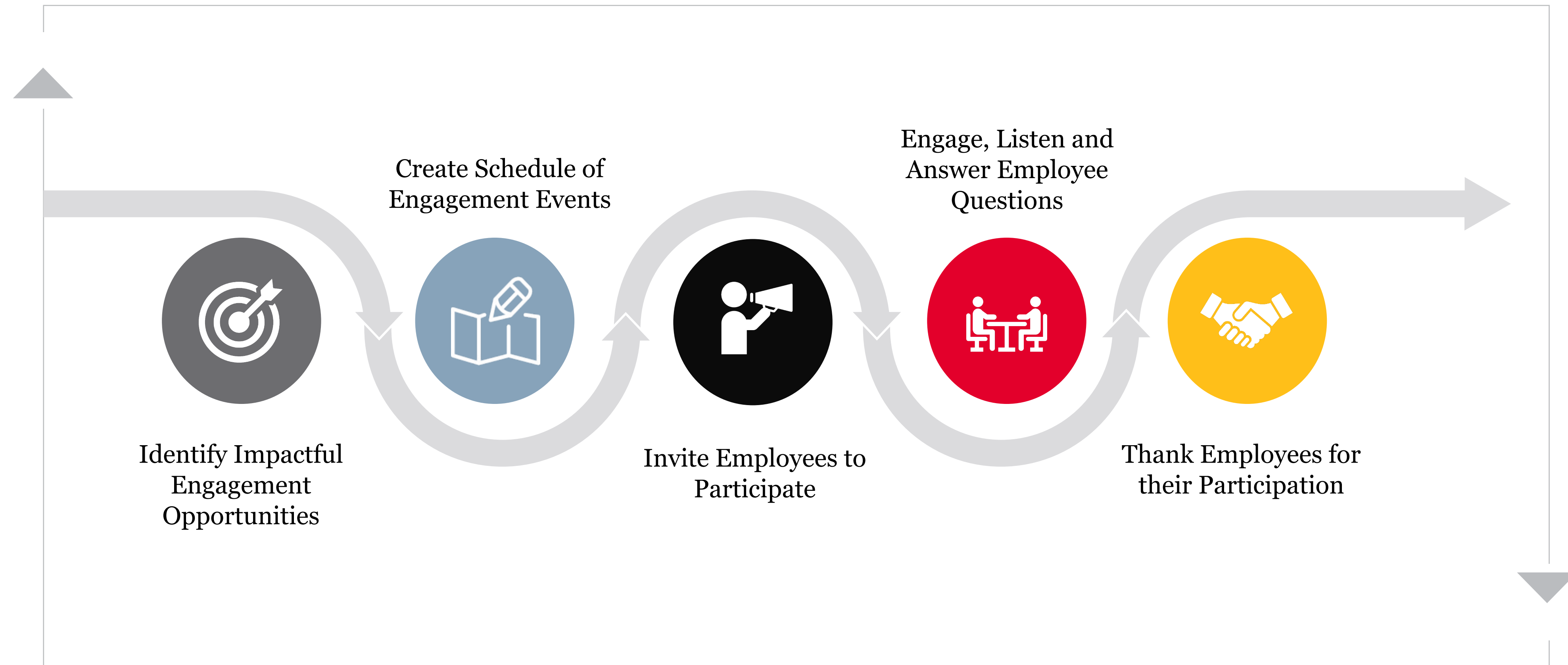


Roadshows



The How.

Leadership Engagement Across the Transformation Life Cycle



The What.

Feedback loops are critical to evaluating the effectiveness of executed Change Management activities. Without these mechanisms in place, it will be extremely difficult to measure and deliver successful transformation outcomes.

Feedback Loop Sources

Senior
Leaders



Organization
Engagement
Feedback

People
Leaders



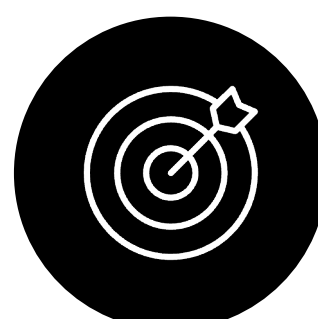
Direct
Report
Feedback

Employees



Focus Group and
Survey Feedback

Change Agent
Network

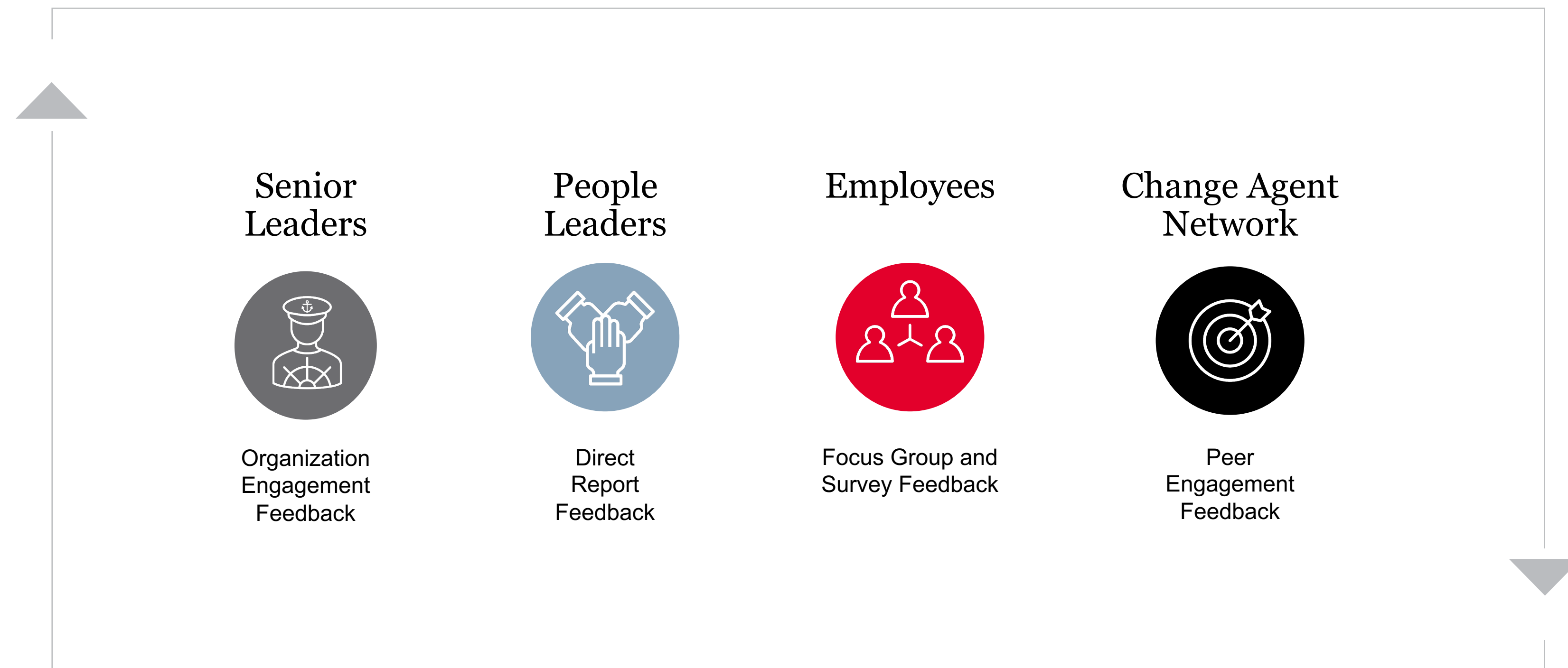


Peer
Engagement
Feedback



The How.

Change Team will create feedback loops and analyze the data to validate the effectiveness of change activities.



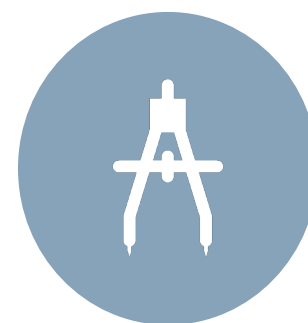
The What.

Insights gathered from feedback loops must be converted into actionable decisions to course correct change activities that may not meet impacted employees' needs along their change journey.

Corrective Action Formula



Defined Change
Journey



Corrective
Actions

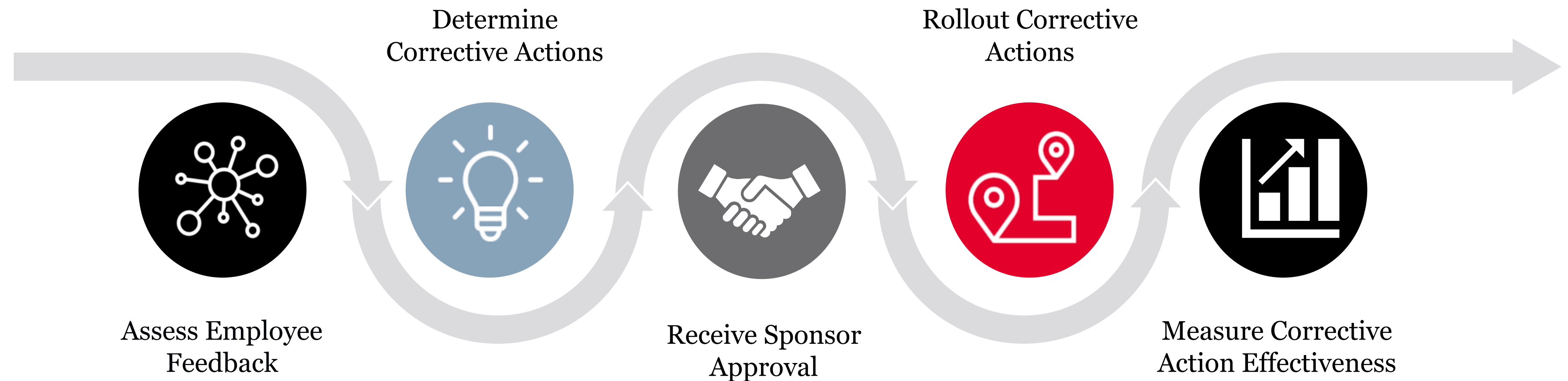


Successful Change
Adoption



The How.

Change Team will listen to the voice of the impacted employees and will adjust the change journey experience to deliver impactful employee engagement.



Summary and Final Thoughts

Putting It All Together.

Describing these characteristics to leaders will help to tell the change story.

Focusing on achieving each characteristic will increase probability of change success.

Consistently measuring change successes through the lens of these characteristics will deliver change maturity.

Dion Charles

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- Leads Rightpoint's Change Enablement capability within the Business Design practice
- Provides thought leadership and change expertise on client engagements

INDUSTRY EXPERIENCE

- Food and Beverage
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PROFESSIONAL CREDENTIALS

- Author: *Learning to Manage Organizational Change: A Practical Guide for Project Leaders and Change Professionals*
- Prosci® Certified Advanced Instructor and Practitioner
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- PMI-ACP Certified
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MY BOOK



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Thank you.

RP