Use the power of doodles to build change engagement & understanding

Gavin Wedell, Director, Change Activation
Draw a picture that represents change engagement or change communications within organizations
Drawing
Show-and-tell
Tools
FS Cam software

Cool Timer software

WWW.DOWNLOAD.COM
THE FLAWS WITH CHANGE COMMUNICATIONS

Use DOODLES TO BUILD ENGAGEMENT

HELP STAKEHOLDERS UNDERSTAND CHANGE

RESOURCES TO TAKE AWAY
THE FLAWS WITH CHANGE COMMUNICATIONS

Use DOODLES to build engagement

Help stakeholders understand change

Resources to take away
Changing the culture: summary

- Top management role models
- Create new stories, rituals
- Select and promote employees who espouse values
- Redesign socialisation process
- Change the reward system
- Shake up subcultures
- Work for consensus

Consistency & authenticity
MBA Elective
Changing the Game: Business Models, Innovation and Strategy

CAMBRIDGE Judge Business School
Chander Tikku
Lecture 2

Content

- Business Model Concepts and Importance
  - explore the concept of business models
  - its role in strategic thinking
- Thinking and Creating Markets
  - how markets create and are created
- Business Model for Socio-Economic Development
  - its innovative approaches for promoting consumer welfare and firm profits

Redefining market boundaries

Market for potato crips in the 1960s

Rival
Smiths

Product/Service

Packaging
Product packs
Family packs
Cheese

Packaging
Potato crips
Crisps

Place

Retail
Supermarkets

Price

Packaging

Place

Supermarkets

Price

Packaging

Place

Supermarkets

Chasing the meaning of markets

Watches as jewels
Watches as instruments
Watches as fashion accessoires

- Quartz movements
- LED and LCD displays
- High-end Swiss manufacturers
- Casto and other Asian manufacturers

- Incremental improvement
- Radical innovation

- Meaning (technology)
- Meaning (language)

Source: Vargo, Roberta; Design-Driven Innovation, 2008
Changing the Game Session 2

CREATING MARKETS

- Creating new markets
  - Example: Potato chips in the 60s

Ways to think about creating new markets

- Constraints
  - Time, money, resources

- Look across segments
  - Example: Swatch

- Change the meaning of a product
  - Watches to fashion accessories

"Fit for purpose"
**Changing the Game Session 2**

**CREATING MARKETS**

- Firm benefits from defining its market and can benefit from redefining the market's boundaries in order to innovate.

  *An example of marketing myopia on Smith's behalf? They didn't think that Golden Wonder represented a threat.*

Ways to think about creating new markets

- *E.g.: Potato chips in the 60's*
Ways to think about creating new markets

What can the constraints be?

- time
- weight
- access

Look across segments

- Southwest: linked to customers who drive place to place as their market

Change the meaning of a product.

- Watches:
  - fashion
  - accessories
  - high end

"Fit for purpose"
DOODLE ONE TAKEAWAY
FROM THIS WORKSHOP
What is CHANGE MANAGEMENT?
Qu’est-ce que le Management du Changement?

¿Qué es “GESTION DEL CAMBIO”?

ما هي إدارة التغيير
Your Take Away Resources
A SIMPLE GUIDE TO CHANGE MANAGEMENT

Organisations must continually adapt due to shifting market conditions, customer demands, technologies, input costs, shareholder expectations and competition.

They must adapt to these shifts in the environment or risk becoming irrelevant, uncompetitive or even up.

The challenge for organisations is to help their people move from alarm to action without falling into despair or cynicism.

Four typical responses to change are the critic who vocally opposes the change, the victim who panics, the bystander who avoids getting involved and the change navigator who is resilient and able to adapt to the new circumstances.

To create change navigators in your organisation:

- keep explaining why we are changing
- where possible, involve your team in decision making
- minimise uncertainty
- engage your legacy system experts early
- be as transparent as possible
- create learning opportunities for your team
- communicate the threats of not changing
- keep listening to your people's concerns
- celebrate shifts towards the desired state
An illustrated introduction to
ORGANIZATIONAL CHANGE

There are two major types of organizational change:

INCREMENTAL / CONTINUOUS
Continuous improvements to an organization made in an on-going manner.
This may be the result of either normal management processes or a continuous improvement program
such as Total Quality Management.

EPISODIC / DISCONTINUOUS
Change initiatives that involve a significant transformation of a company or a division of a company to help
achieve or maintain competitive advantage while maintaining normal management processes.
Also known as a fundamental or radical change.
A Transformational Change is a disruptive change that involves a large-scale re-imagining of an organization's
capabilities and processes, and its overall working environment, as well as its products and services.

Which may be initiated in either of these two ways:

REACTIVE / RENEDIAL
Occurs in reaction to a problem, threat or opportunity faced by an organization.
Effectiveness of change efforts can be gauged relatively by judging whether the problem has been
resolved. Also known as unplanned change.

PROACTIVE / ANTICIPATORY
Making preeminent changes to an organization's systems, structure, people and/or culture in order
to avoid a realignment between the organization and its environment.

Four components are typically focused upon in change:

1. PROCESSES & SYSTEMS
Changes to information flows within an organization, how resources are allocated
and production systems to improve how it operates and captures value.
An example of a change in the implementation of an Enterprise Resource Planning system.
Such changes typically also require significant behavior changes from individual business.

2. PEOPLE
Initiatives designed to influence the way in which people within an organization
communicate, motivate each other, work in teams and develop skills.
Typically a long-term project involving workforce development at all levels of the organization.

3. CULTURE
Activities designed to influence an organization's culture to ensure a common
mission, vision and strategy, these frequent making efforts to transform and shift
assumptions, leadership styles and roles within the organization.
This is a long-term project involving extensive efforts at all levels of the organization.

4. ORGANIZATIONAL STRUCTURE
Changes to an organization's hierarchy of authority, policies and structural characteristics
such as the organization of its business units or internal groups.
Can result in significant harmful stakeholder resistance if implemented without
consideration of change management principles.

* Change initiatives typically operate on all four of these interdependent features of organizations

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The locus of change may be either:

**TOP-DOWN / PROGRAMATIC**
Episodic or transformational change initiated by the senior leadership of an organization. Change may be either goal-directed or emergent and can make a proactive shift. The initiative is typically coordinated and implemented by change agents (change leaders) with the sponsorship of senior level leaders.

**BOTTOM-UP / EMERGENT**
Incremental changes initiated by frontline members of an organization. These changes are coordinated and are designed to optimize normal management processes. Such changes typically focus on optimizing operations of the organization through learning, innovation, improvement and imitation.

Four common scopes of change efforts:

**WHOLE ORGANIZATION**
Large-scale change focusing on the entire organization. An organizational transformation initiative is an example of an episodic change initiative that is made at the level of the whole organization.

**VERTICAL**
Change focuses on a vertical path through an organization. This can be a new function or product line. E.g., the implementation of new programs such as a Customer Relationship Management system.

The major roles of change agents:

**PLAN & LEAD CHANGE EFFORTS**
During episodic change, change agents work in collaboration with senior level sponsors to plan and implement change. This typically involves leading the team and ensuring the organization is better adapted to its environment, whilst ensuring its people can adapt to the new situation.

**UNDERSTAND CHANGE PROCESSES UNDERWAY**
In a situation in which change occurs through normal management processes, change agents focus their attention on monitoring and analyzing an organization’s policies. Inter-organizational relations, communication and decision making systems. Change agents can then make recommendations to leaders and teams to react to best support and cultivate the continuous change processes and mechanisms that are in place.

**TEAM / GROUP**
Change focuses on a particular unit, group or team. Alliances may be paid to the impact of the change on team dynamics and the engagement levels of individuals affected.

**INDIVIDUAL**
Emphasis is focused on a particular individual. May involve the need for behavioral change to develop new skills, behaviors and/or competencies.

*Change efforts also involve external stakeholders such as suppliers & customers*

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A visual guide to
CHANGE STAKEHOLDERS

**“CHANGE”**
Scary creature that threatens to cause a horrific upheaval of how we do things. Its threatening nature can be subdued with an effective change management program.

**CHANGE ADVOCATE**
Individual who understands the positive outcomes of the desired change however does not have sufficient authority to pursue the outcome without assistance from a sponsor.

**CHANGE BYSTANDER**
Chooses to ignore impending changes due to change fatigue, apathy or skepticism of the permanence or likelihood of success of the change initiative.

**CHANGE CRITIC**
Works to undermine the success of change initiatives. For more, see resisters: organizational, political and technical.

**CHANGE PRACTITIONERS / CHANGE AGENTS**
Coordinate activities that support people through transitions in organizations. Their role requires emotional intelligence, patience and persistence. Also known as change leaders, agents & directors.

**CHANGE NAVIGATOR**
Individual who are able to cope with shifting circumstances and their changing role. Can be recruited to assist others.

**CHANGE SURVIVOR**
Employee who bears ‘ear-wounds’ from poorly executed change. These experiences may or may not make the survivor better equipped to handle further change.

**CHANGE TARGET**
Person or team who must change in order for the change initiative to succeed. May be involved in leading the change.

**CHANGE VICTIM**
Experiences disabling anxiety upon receiving news of impending change. Will interpret any communication regarding change in the worst possible manner. Treat with care and caution.

**COACH**
Individual who helps colleagues to perform at their best throughout change initiatives, using either formal or informal coaching techniques. Of huge importance in helping to manage resistance.
Sponsor: Planner
Highly process-oriented senior manager. Able to assist in planning and implementation of the change activities. See also "Project Manager".

Sponsor: Primary
Individual who authenticates the change initiative. Inactive and visibly involved in the change process. Assists in communicating the business case for change. Also known as a "change champion".

Sponsor: Purse-holder
Manager who exerts authority by funding any projects and initiatives that are aligned with the change initiative's goals.

Sponsor: Speech-maker
Undesirable sponsor who assumes that merely making a presentation on the need to change constitutes sufficient personal involvement in the change effort.

Sponsor: Unblocker
Able to step in (or be called in) with sufficient authority to remove current organizational obstacles that may be preventing progress during the change. Uses openness.

Sponsor: Visionary
Inspires others within organization with his or her vision of a desirable future. Sees change as work towards. See also "Story Teller".

Story Teller
Able to inspire people by sharing stories that underpin the change effort, such as about challenges people faced and overcome in the past.

Supervisor
Key partner of change managers in ensuring those at the forefront of the organization move through the change process successfully. Ensures change leaders understand challenges faced and how issues are heard and responded to.

Teacher/Trainer
Extremely important. Able to help individuals gain skills, adopt new behaviors, and develop new attitudes. Important to double-check that they understand the vision for the change. Also, important in keeping the vision for the change.

Transparency Decision Maker
Manager who executes decisions in a manner that is in transparent as possible. Important to ensure that information cannot be shared.

#ACMP
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VOTE: WHICH IS MORE ENGAGING FOR A BUSY CHANGE TARGET?
VOTE: Which is more likely to be absorbed by a busy change target?
LESSONS FROM NEUROSCIENCE

WHY DO BRAINS HATE CHANGE?

Brains are naturally evolved to:
- seek rewards & certainty
- avoid threats
- minimize their energy use

So when organizations undergo change...
The worst fears of brains seem to have all come at once!

SIX TIPS FOR LEADING BRAIN-FRIENDLY CHANGE:

Normalize resistance to change.
Explain that although our brains are naturally wired to resist change, we can take steps to help brains make changes more easily.

Invite those affected to explore the benefits.
Brains take action when perceived rewards are greater than perceived threats.

Meet brains' need for certainty.
Help them understand the change process as best you can.

Lead change with excitement & enthusiasm.
Emotions are contagious!

Clearly explain the risks of not changing.
While some brains are reward-focused, also speak to those brains that are more threat-oriented.

Recognize progress and wins as the change is underway.
Brains love to celebrate!

Everything you need to build change capability
www.changeactivation.com    +1 (650) 614 1716
VOTE
THE FLAWS WITH CHANGE COMMUNICATIONS

Use DOODLES TO BUILD ENGAGEMENT

HELP STAKEHOLDERS UNDERSTAND CHANGE

RESOURCES TO TAKE AWAY
Doodling through the change process

1. Building Change Foundations
2. Analyzing Change Needs
3. Fostering Change Leadership
4. Communicating Change
5. Implementing Change
6. Sustaining Change
Emotions are easier to represent in drawings
Look at this face
Wacom Bamboo Tablet
People can more easily identify with - and communicate - their feelings through drawings.
Which face do you identify with?
“IF YOU CAN’T EXPLAIN IT SIMPLY, YOU DON’T UNDERSTAND IT WELL ENOUGH.”
Including drawings of people in process flow diagrams ensures impact analysis occurs.
THE FLAWS WITH CHANGE COMMUNICATIONS
Use DOODLES to build engagement
HELP STAKEHOLDERS UNDERSTAND CHANGE
RESOURCES TO TAKE AWAY
CHARACTERS & EMOTIONS
Multi-sensory learning
Symbols & metaphors are much more powerful than bullet points
Stakeholder Characters
Drawing is a useful stakeholder facilitation technique
Change processes seem less threatening/complex when they are represented as drawings.
TIME  BUDGE  QUALITY
Hire Great Freelancers

Hiring? Find amazing freelancers online.

Get jobs done fast. Get the work done right.

1. Hire teams quickly.
2. Tackle jobs easily.
3. Pay freelancers safely.
There are many resources you can draw upon to help boost the quality of your change communications.
THE FLAWS WITH CHANGE COMMUNICATIONS
Use DOODLES TO BUILD ENGAGEMENT
HELP STAKEHOLDERS UNDERSTAND CHANGE
RESOURCES TO TAKE AWAY
The flaws with change communications
Use DOODLES to build engagement
Help stakeholders understand change
Resources to take away
QUESTIONS AND ANSWERS