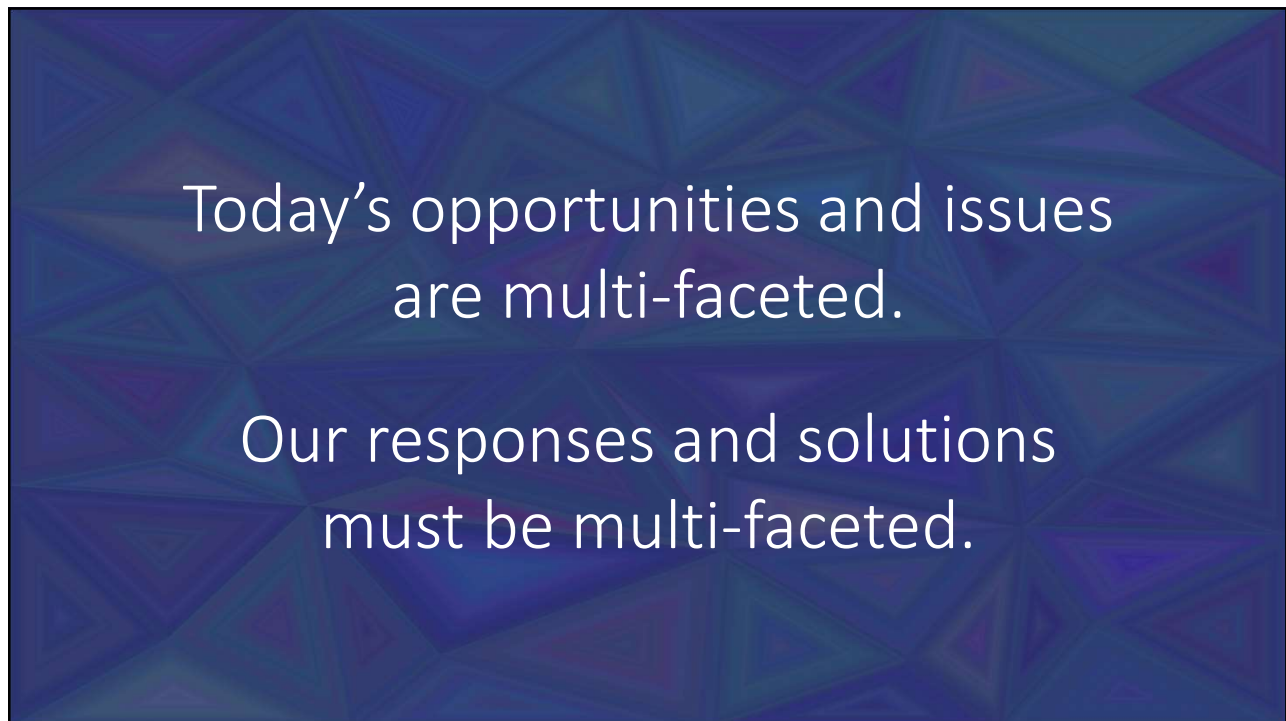
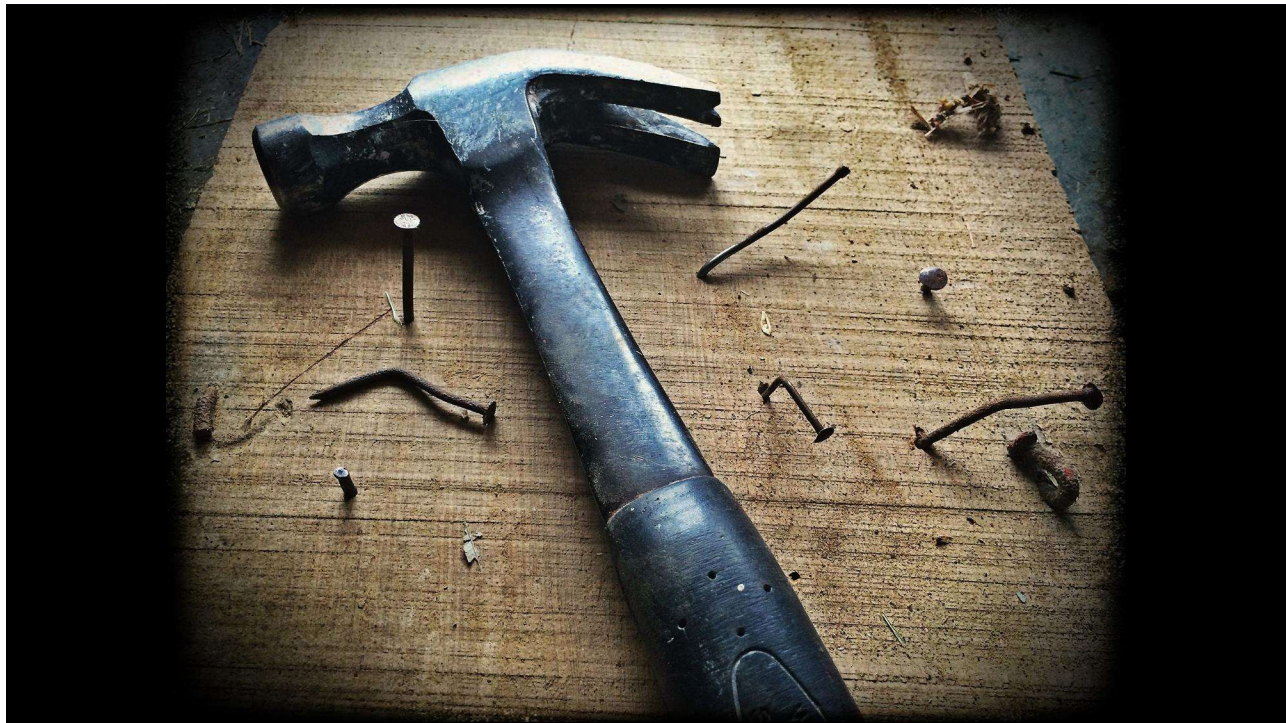


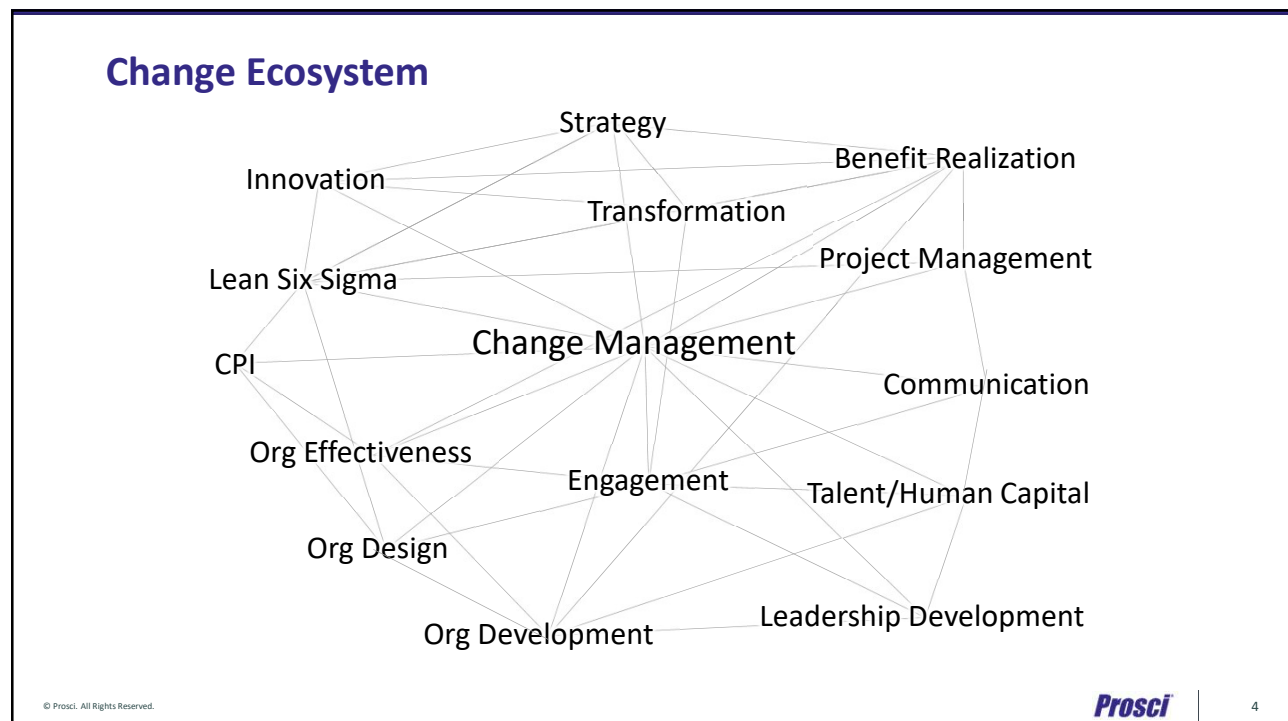
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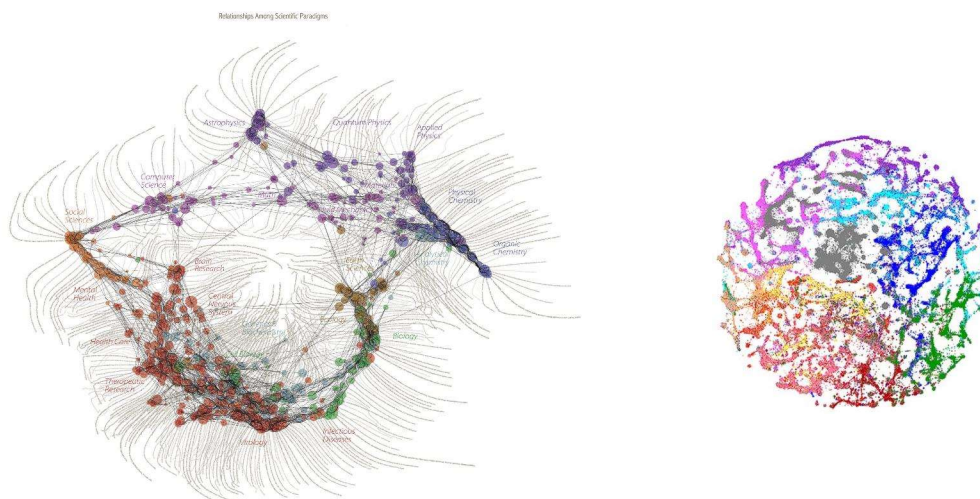
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“ Breakthroughs occur along the frontiers  
where disciplines rub against one another.  
While it can feel like conflict at first,  
the friction of two disciplines is often  
the **spark of innovation**.

Tim Creasey

5

## Example: Science Ecosystem



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6

6



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### Which contemporary change disciplines are you engaging on the frontiers?

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## Contemporary Change Disciplines

Agile	Leadership
Architecture	Lean
Benefit Realization	Learning & Development
Business Analytics	Machine Learning
Change Management	Organization Design
Collaboration	Organization Development
Communications	Performance Management
Continuous Improvement	Portfolio Management
Culture	Process Management
Customer Experience	Program Management
Data Analytics	Project Management
Design Thinking	Quality
Digital Strategy	Six Sigma
Employee Engagement	Strategy
Human Performance	Talent Management
Innovation	Training
Knowledge Management	Transformation



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Challenges for Activating the Ecosystem		
		
Confusion among capabilities	Silo-ed and non-collaborative	No vision of what the system should deliver
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How about we just  
mash them all  
together and make a  
singular “change”  
discipline?



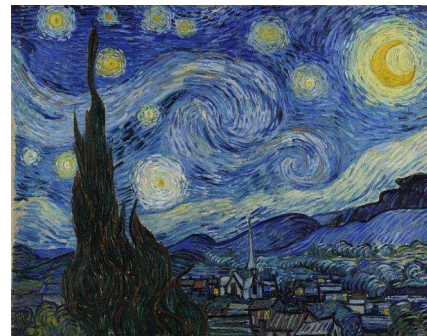
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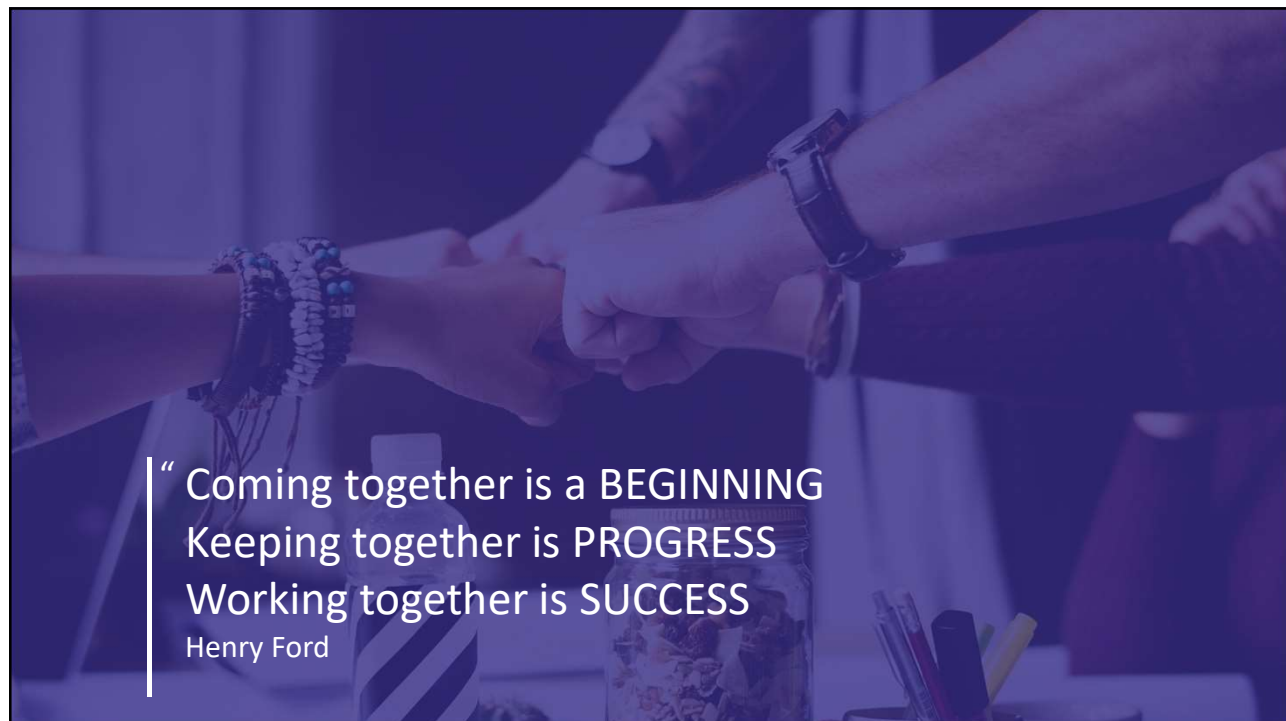
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## Value of Activating the Ecosystem

Change Execution	Innovation	Preparation for the Future
<p>“We cannot solve our problems with the same thinking we used when we created them.”</p> <p>Albert Einstein</p>	<p>“When you step into an intersection of fields, disciplines, or cultures, you can combine existing concepts into a large number of extraordinary new ideas.”</p> <p>Frans Johansson</p>	<p>“The winners of the future will be those who can out-change the competition, customer demands, and the market.”</p> <p>Tim Creasey</p>

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14


**Words that describe the impact if we can move from coming together to WORKING together:**

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**Effective Change-Enabling Systems Need:**



Common  
and Shared  
**Understanding**



**Anchors**  
for  
Integration



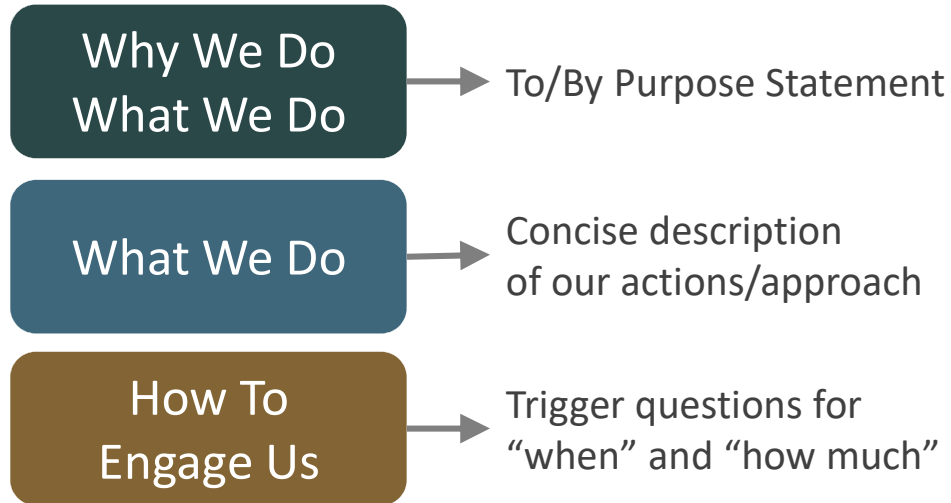
**Platform**  
for  
Collaboration

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## Framework for Bringing Clarity to the System



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	Change Management	Discipline	Discipline	Discipline
Why We Do What We Do	TO capture people-dependent ROI BY preparing, equipping and supporting people			
What We Do	<ul style="list-style-type: none"> <li>Structured and Intentional</li> <li>Individual and Organizational</li> <li>Everyone's job</li> </ul>			
How To Engage Us	Answer 2 questions: 1. How much of expected results depend on adoption and usage? 2. Who has to do jobs differently (and how)?			

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Common and shared **understanding**  
begins with **clarity of purpose**

### TO/BY Purpose Statement Format

TO \_\_\_\_\_ BY \_\_\_\_\_

*achieve what* *doing what*

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#### To/By Examples:

Change Management:	<b>TO</b> capture people-dependent project ROI/value <b>BY</b> preparing, equipping and supporting our people through the transitions they are experiencing.
Prosci:	<b>TO</b> enable our clients to achieve their desired outcomes in change <b>BY</b> building individual and organizational change capabilities on a platform that is results-oriented, research-based, holistic, and easy to deploy.
CMROI Calculator:	<b>TO</b> build buy in for change management <b>BY</b> estimating the people-dependent portion of the overall project ROI.
Me:	<b>TO</b> spark aha moments and insight <b>BY</b> aligning how I unfold a story with how human beings absorb, process, internalize, and act on information.

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# Change Enabling Systems and Multilingual Change Leaders

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Agile	TO ensure continued customer value BY committing to smaller delivery cycles
Benefit Realization	TO ensure we are aligned to deliver value BY clearly articulating our common measurable target upfront
Business Improvement	TO think new (be the innovators), BY continuously improving & empowering our people to lead the future
Change Enablement	TO enable the realization of value of changes being introduced BY leveraging best in class approaches to change management
Change Management	TO deliver project outcomes BY engaging impacted people in the change process
Change Management	TO realise benefits BY increasing the speed of adoption, increase proficiency and increase utilisation
Communication	TO give people information that they can apply BY giving them simple and easy messages they can digest
Creativity	TO generate novel and useful ideas BY tapping into the thoughts of the employees
Data-Driven Decision-Making	TO make data-driven operational and business decisions at all levels BY enabling all employees access to operational and business data, analysis, and visualizations
Human experience	TO achieve remarkable patient satisfaction outcomes BY educating team members to compassionately connect with patients and each other
Innovation	TO inspire a culture of continuous improvement and innovation BY promoting change from the ground up and encouraging a safe space for ideas to flow
L&D/Training	TO enable our teams to be able to deal with change BY having the tools/resources available to them
Leadership Development	TO grow leader capacity BY creating experiences that move them through cycles of learning and practice
Lean	TO change the way people work BY building a culture of improvement and productivity.
Organization Development	TO deliver org strategy and performance results BY enabling the health of the human side of the organisation
Portfolio Management	TO provide highest return on investment, BY managing limited resources aligned to strategy
Program Management	TO manage effective organizational change BY creating tactics, strategies and methods to successfully integrate and collaborate within a project group.
Project Management	TO implement project from beginning to end BY tracking requirements and progress and managing risk.
Project Portfolio Management	TO increase chances of project success BY following a defined process to identify priorities and make sure we focus on the right projects
Quality Improvement	TO improve organizational performance BY collecting and analyzing data to identify and test promising performance enhancing changes.
Safety	TO send people home safely. BY engaging people to actively care for themselves and others around them.
Strategy	TO identify a differentiated approach BY finding and leveraging whitespace.
Training	TO enable best performance BY providing rules, tool, and enhancing skills
Transformation	TO drive the organization forward, BY creating a roadmap that lays out a clear path to success
Transformation	TO lead an organization or function to discover how to become more effective BY transformative thinking about the work they do and how they do it
Value Achievement	TO develop clear metrics and expected outcomes with accountability BY collaborating closely with the business throughout the change

21

**Write a "TO/BY" Purpose Statement for a capability you are familiar with (DO NOT PRESS ENTER -- syntax --> Capability: TO ... BY ...)**

“Change management: TO capture people dependent ROI and value BY preparing, equipping, and supporting our people on their own change journeys.”

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22

How we got here...

23



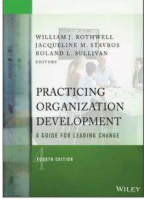
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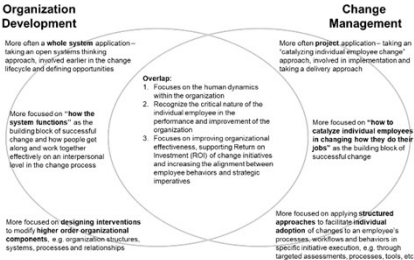
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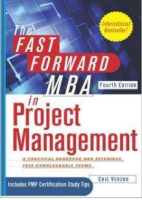
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### CM + OD





### CM + PM

Results	Why we do what we do
People	Who does it
Processes	How we do it
Tools	What we use to do it


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14<sup>th</sup> Annual **Change and Transformation CONFERENCE**

June 17, 2016



### Change Ecosystem




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Oct 21, 2016

"When you step into an intersection of fields, disciplines, or cultures, you can combine existing concepts into a large number of extraordinary new ideas."

**The Medici Effect**  
Frans Johansson









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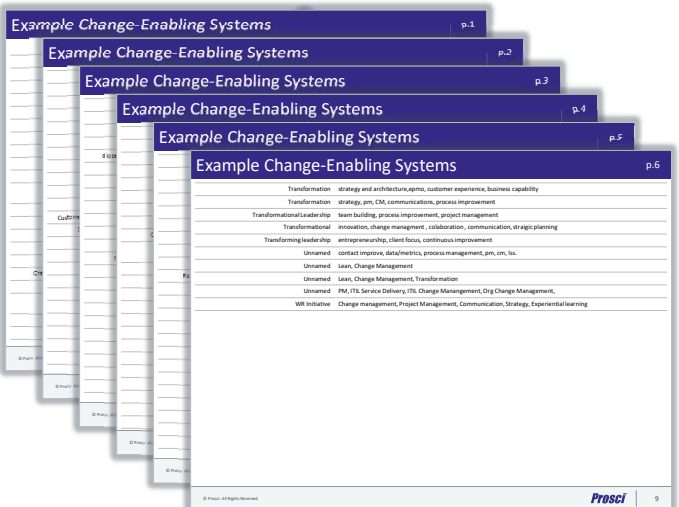
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Jan 18, 2017










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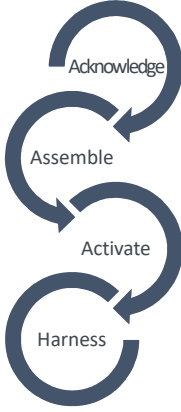
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TCB Conference – June 22, 2017









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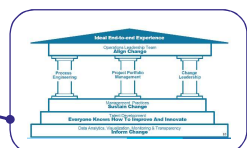


Workshop in NYC – Dec 6, 2017



Memorial Sloan Kettering Cancer Center

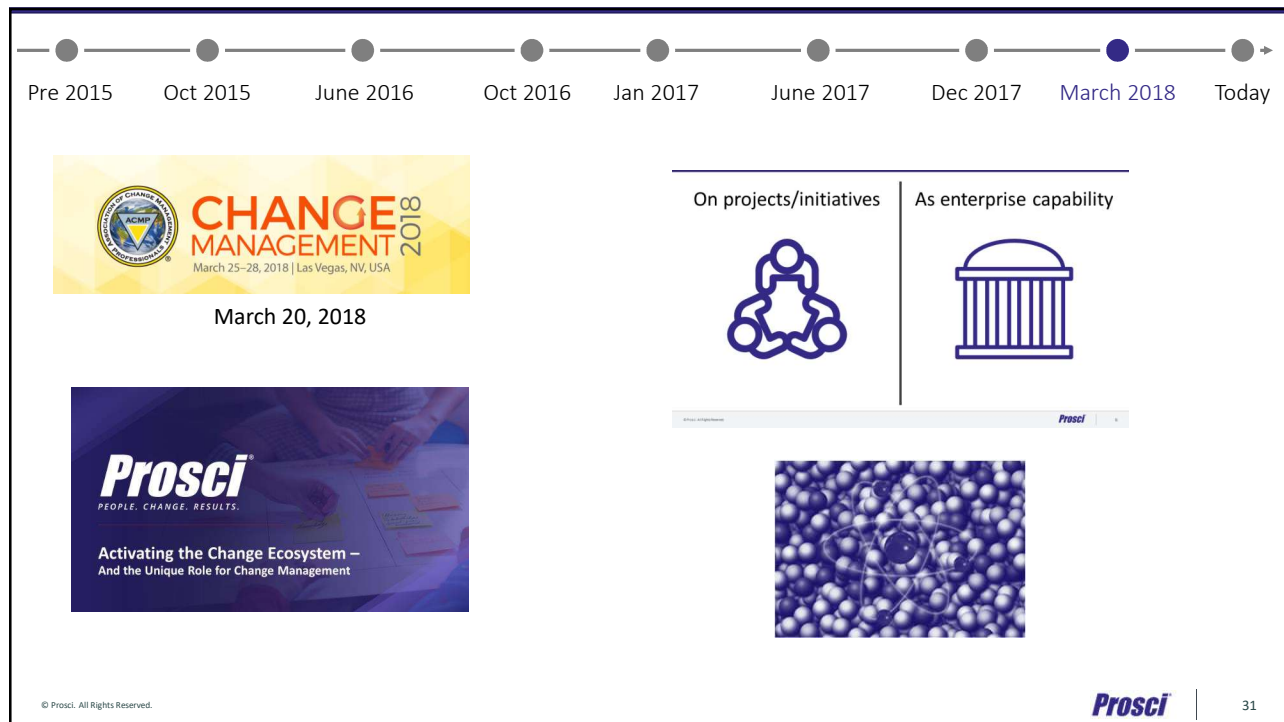



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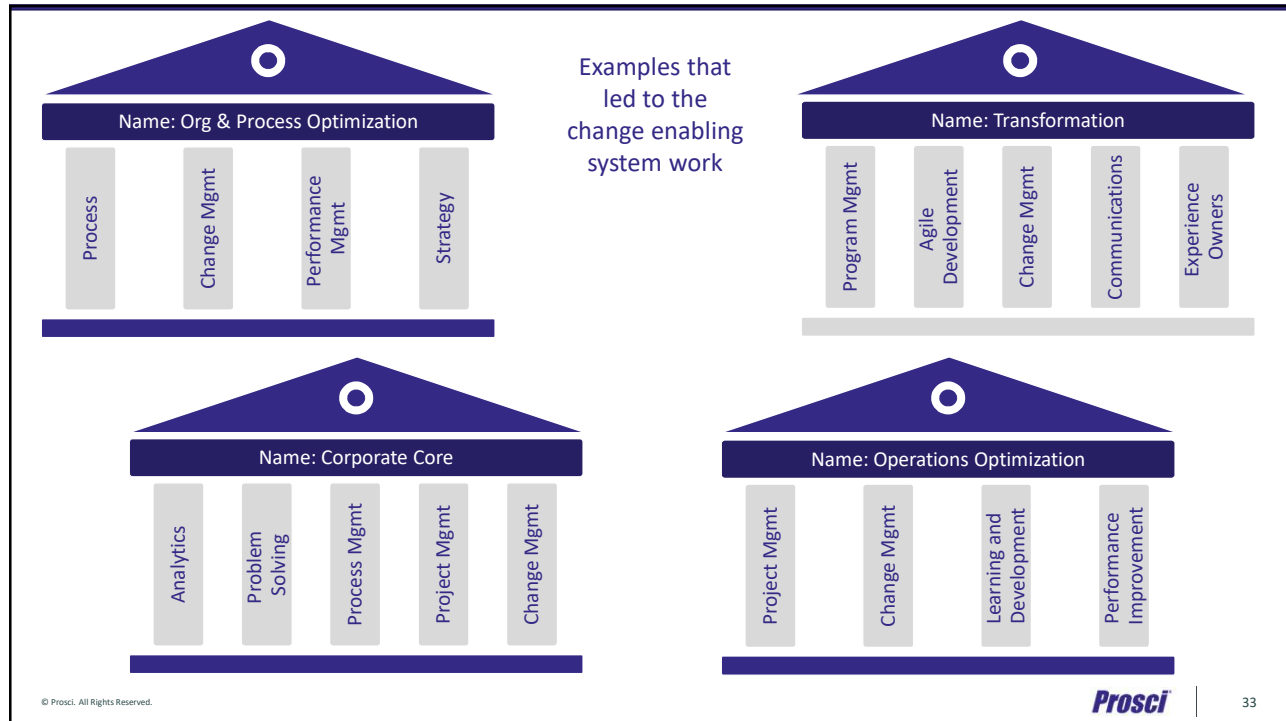
In an organization  
On an initiative  
For individuals

32

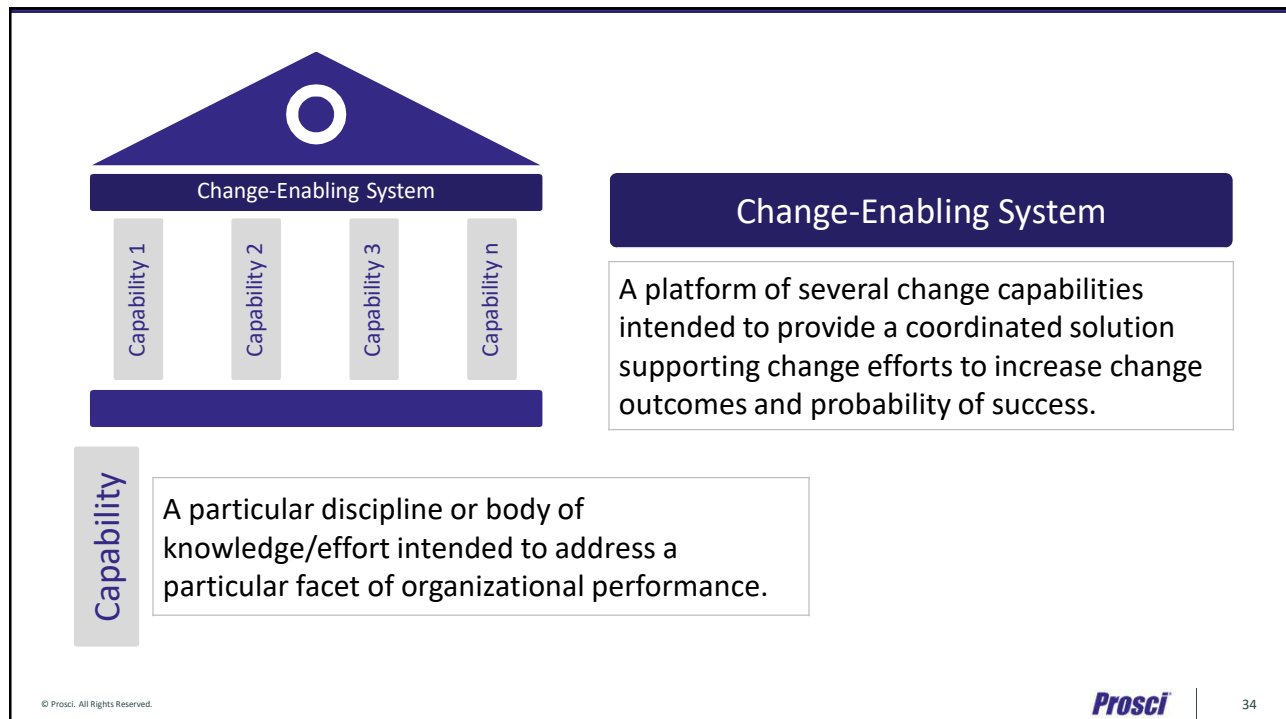


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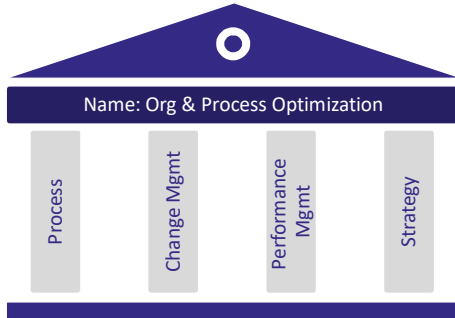
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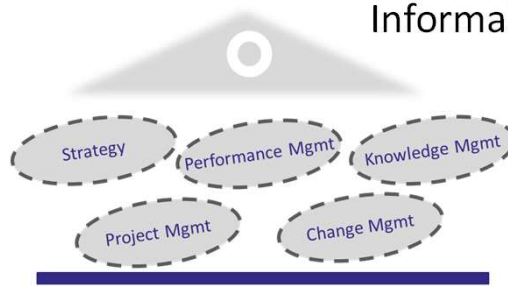
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## Various Form of Change-Enabling Systems

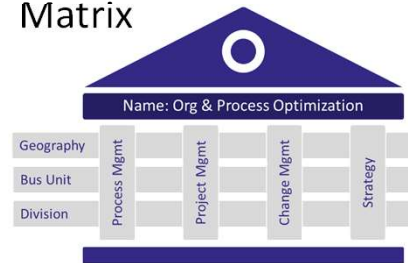
### Formal



### Informal



### Matrix



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## Does your organization have a change-enabling system in place?

Yes - formal

Yes - informal

No - but working on it

No

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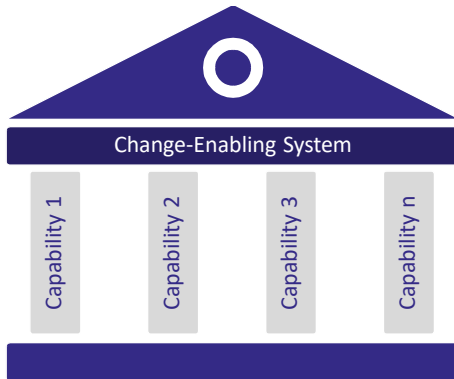
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## Unique Capability Combinations



Which capabilities are needed to support your unique needs, challenges and opportunities?

“ The **external triggers** and **internal performance drivers** of your organization dictate the **particular capabilities** that should comprise your change-enabling system.

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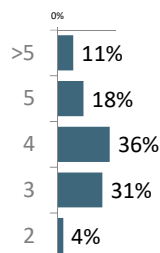
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37

## Common Capabilities

How many capabilities make up your system?

Average: 3.7



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<b>Change</b>	Lean, Six Sigma, Project Mgmt, Process Improvement, Knowledge Mgmt, Change Mgmt
<b>Global Strategy</b>	Agile, Project Mgmt, Programme Mgmt, PMO, IT Delivery, HR, Business Change, Change Mgmt
<b>Global Transformation</b>	project management, change mgmt, value realization
<b>Innovation Management</b>	Innovation, Facilitation, Design Thinking, Leadership, Active Communication
<b>Management &amp; Tech Consulting</b>	Change Management, Client Management, Adaptation, Strategy, Execution
<b>Operational Excellence</b>	Process, Quality & Analytics, Project Management, Communications, Change Management
<b>Operational excellence</b>	process optimization, change management, agile development, project development
<b>Org Agility</b>	Strategy, Transformation, Innovation, CM, PM
<b>Org Development</b>	Strategic Initiative, Lean, Intake Process, Risk Management
<b>Org Transformation</b>	Transformation, Project Management, CM, Strategy, L&D, Continuous Improvement
<b>Organizational Excellence</b>	Org Development, Change Mgt, Performance Mgt, Business Analysis, Rewards and Recognition
<b>Performance Driven Culture</b>	change leadership, agile, process management, org design, continuous improvement
<b>Program Administration</b>	Strategy, Change Management, Process Improvement (Lean), Project management, metrics, training
<b>Strategic change &amp; improvement</b>	strategy, project management, change management, continuous improvement
<b>Strategic execution</b>	project management, change management, strategy, analytics, performance improvement
<b>Transformation</b>	strategy and architecture, epmo, customer experience, business capability
<b>Transformational</b>	innovation, change management, collaboration, communication, strategic planning
<b>Unnamed</b>	PMO, Innovation, Strategy and Planning, Communications

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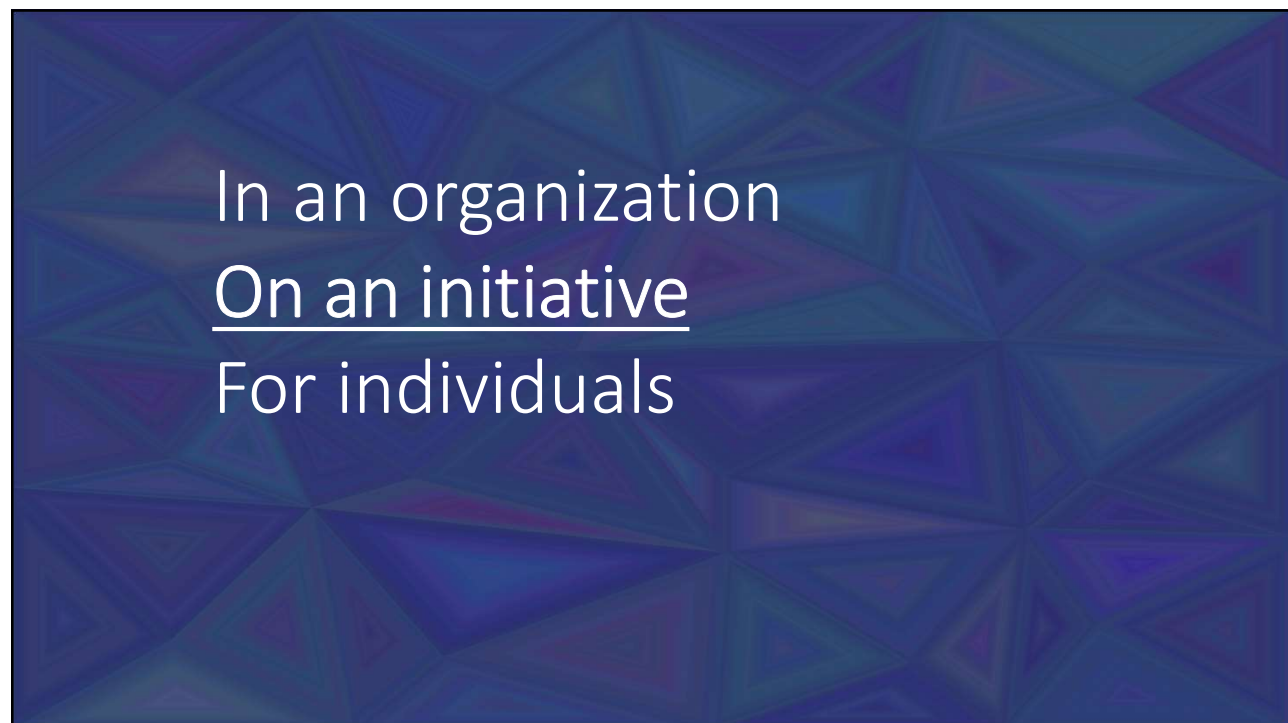
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**Share your change-enabling system (without pressing ENTER, use the syntax of --- Name of System: Capability 1, Capability 2, Capability 3, etc.)**

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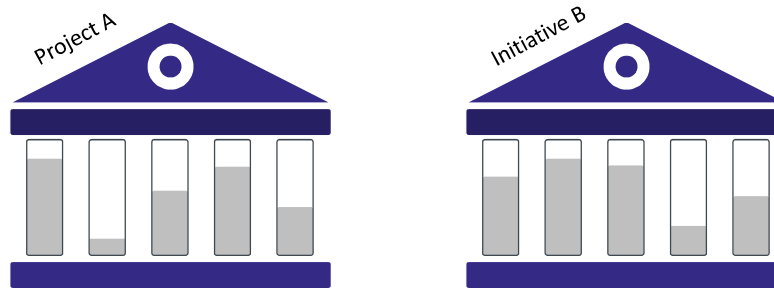


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## By initiative

“ Each change effort will be unique, requiring different “amounts” of each system capability. How will you assess/evaluate needs?



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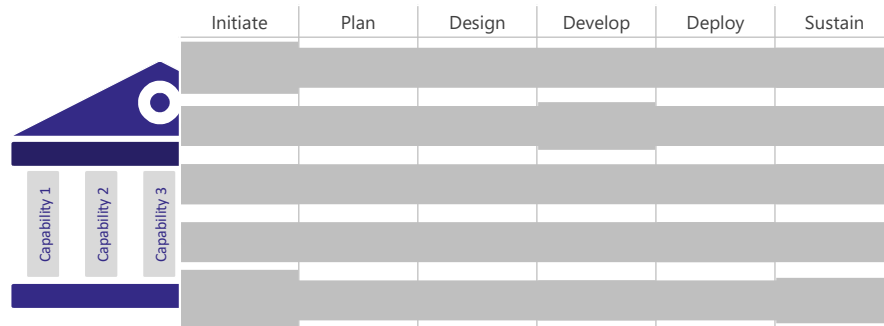
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## Over time

“ Each phase of an effort will require different contributions from each capability. How will you map out each capability’s involvement?



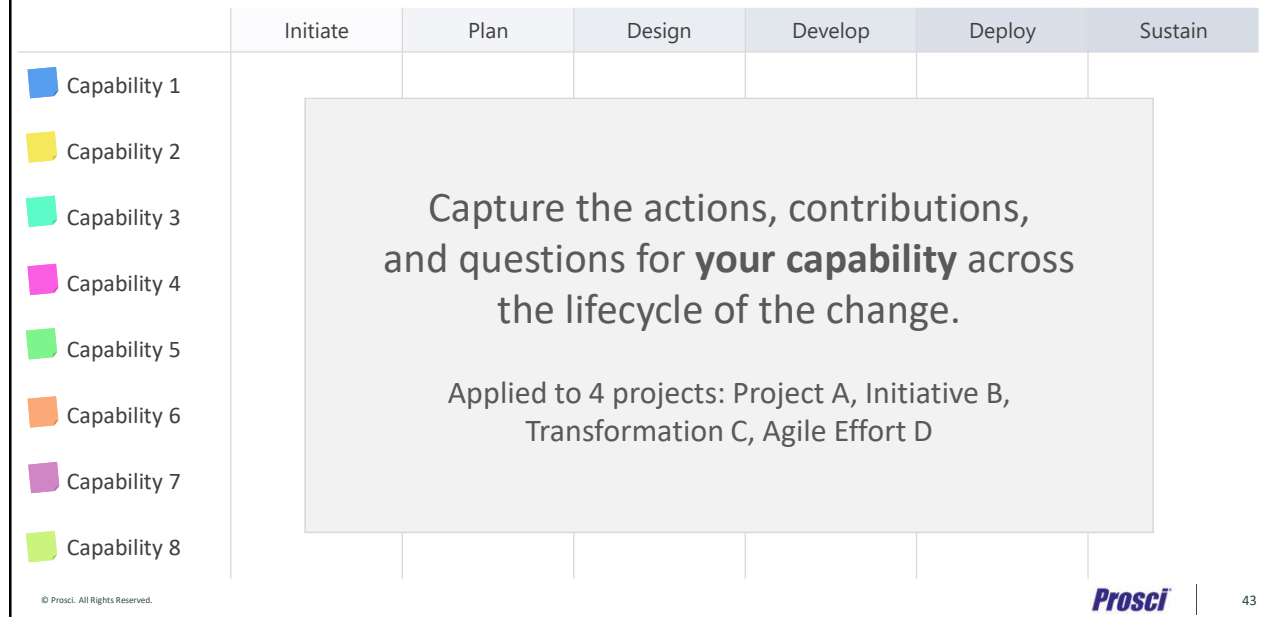
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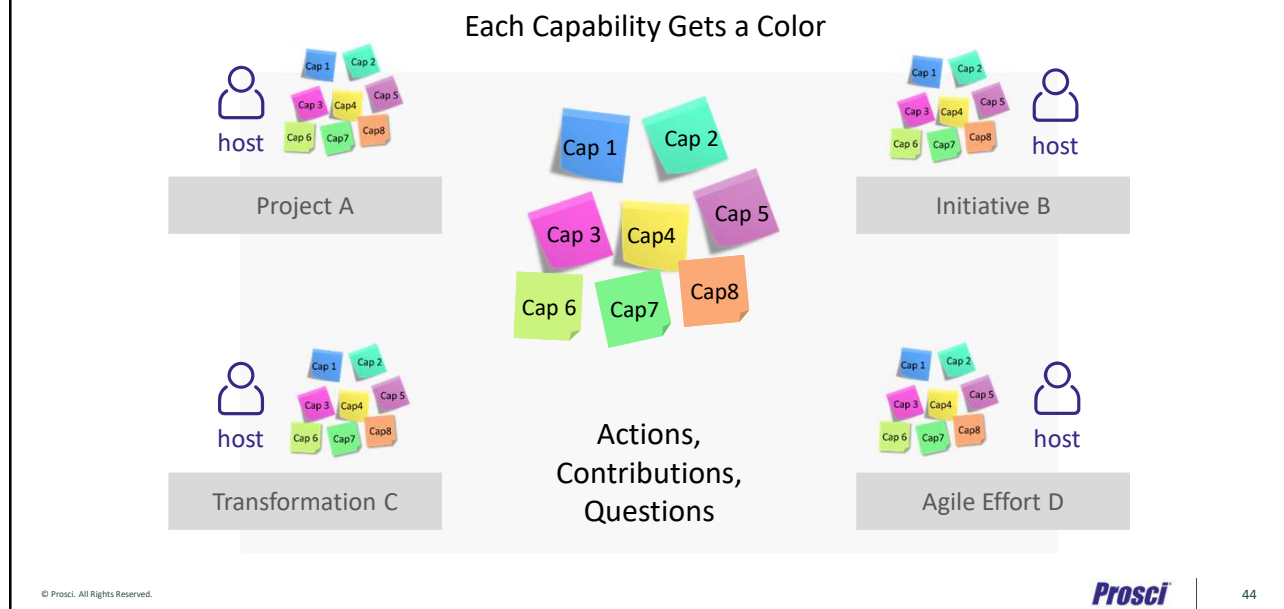
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## Change Enabling System Plotting for Initiatives



43

## Change Enabling System Plotting Setup



44

### Who would you make sure are in the room if you did this sort of plotting?

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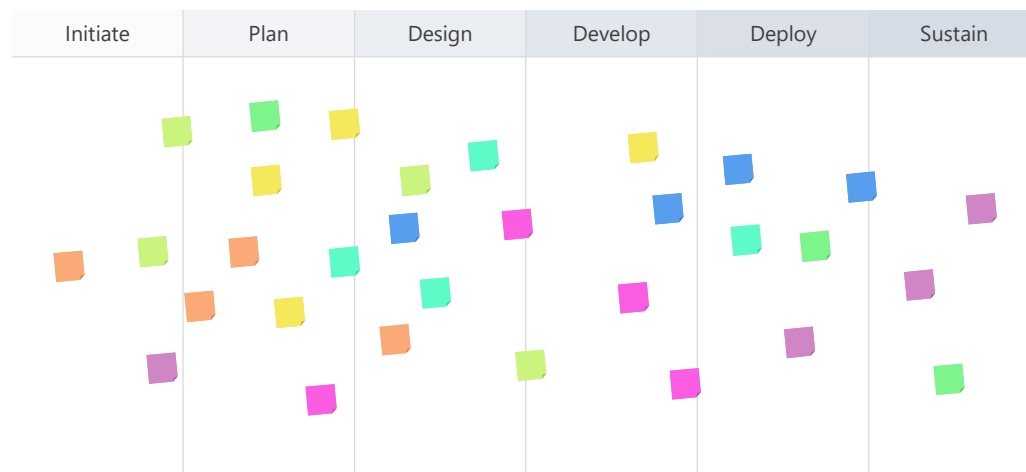
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## Change Enabling System Plotting Output

Project A



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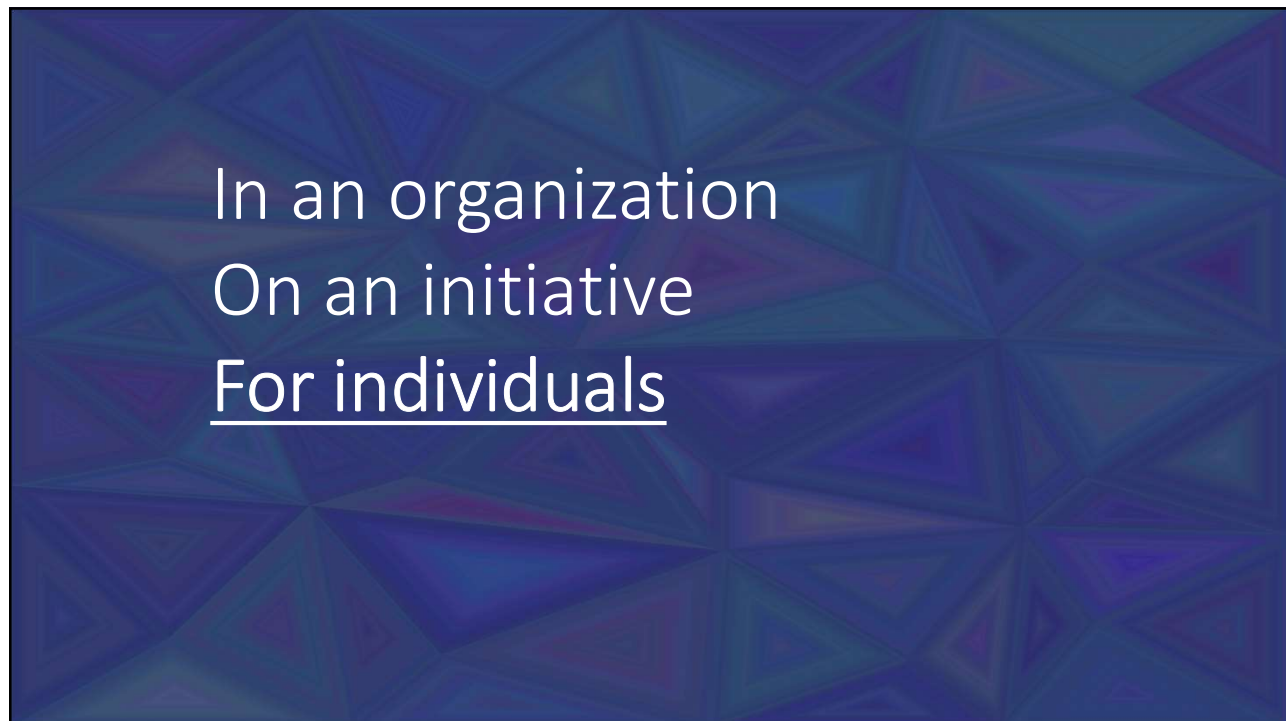
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■ If my ecosystem supporting an initiative had this plot view, the impact would be \_\_\_\_\_ ■

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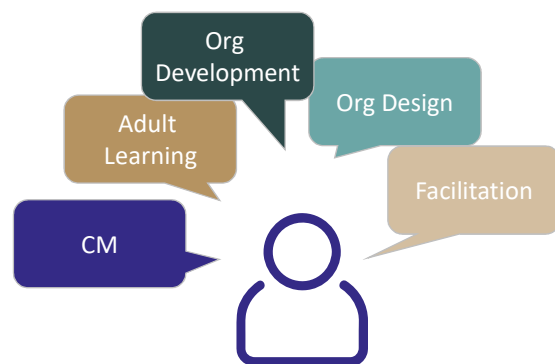
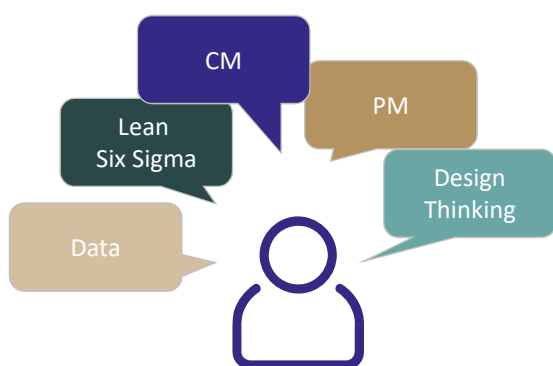
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49

## Multi-Lingual Change Leaders



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## Multi-Lingual Change Leaders



Major:  
Change Management



Minor:  
Organization Development



Minor:  
Talent, L&D



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**Today, what are your major(s)/minor(s) --- use the / to separate**

“CM / PM, Agile, CPI”

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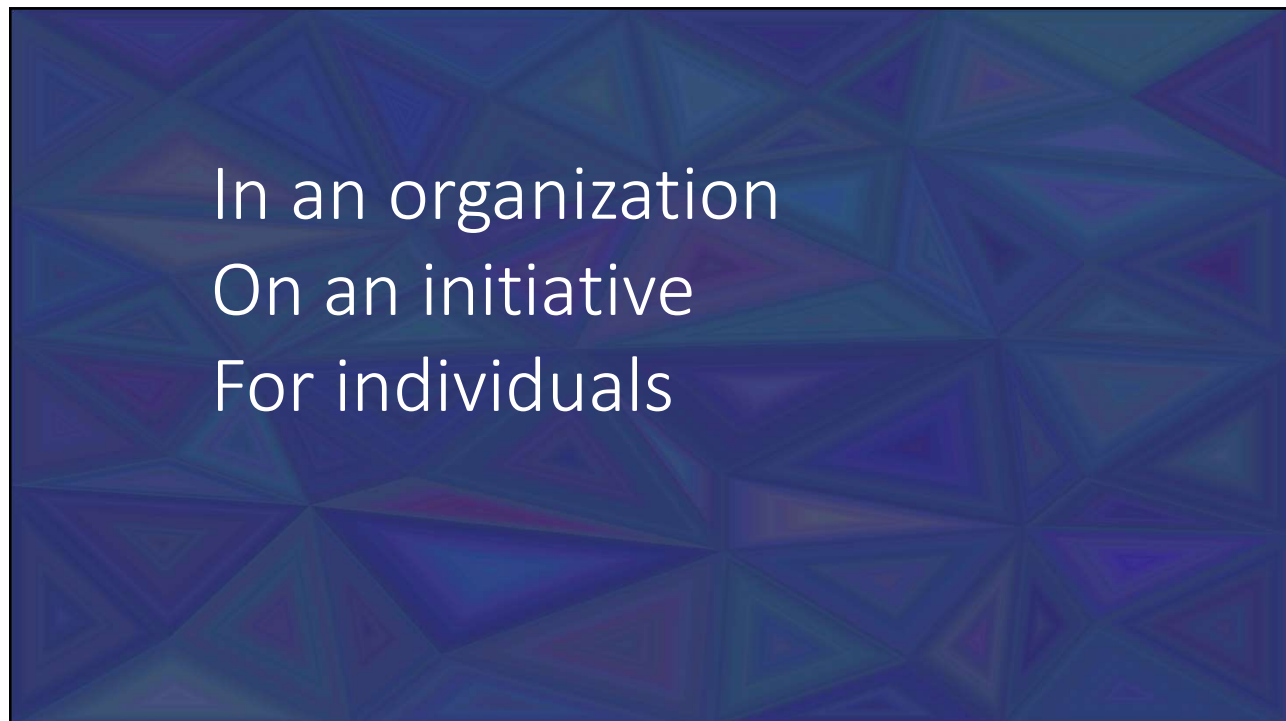
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**What language are you excited to learn next (what is on your radar)?**

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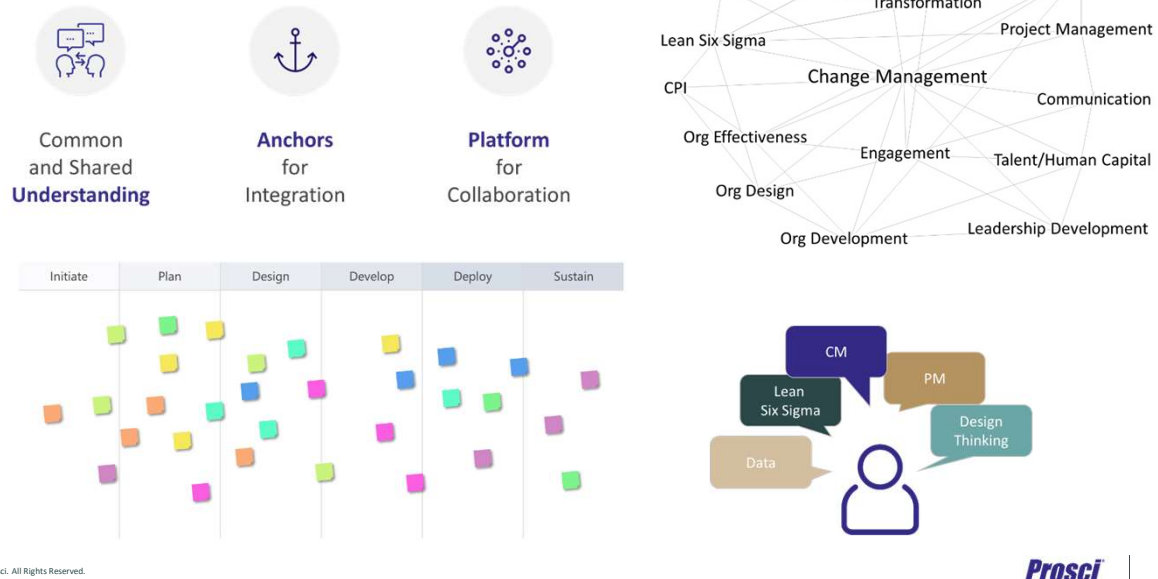
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53



54

## Conclusion



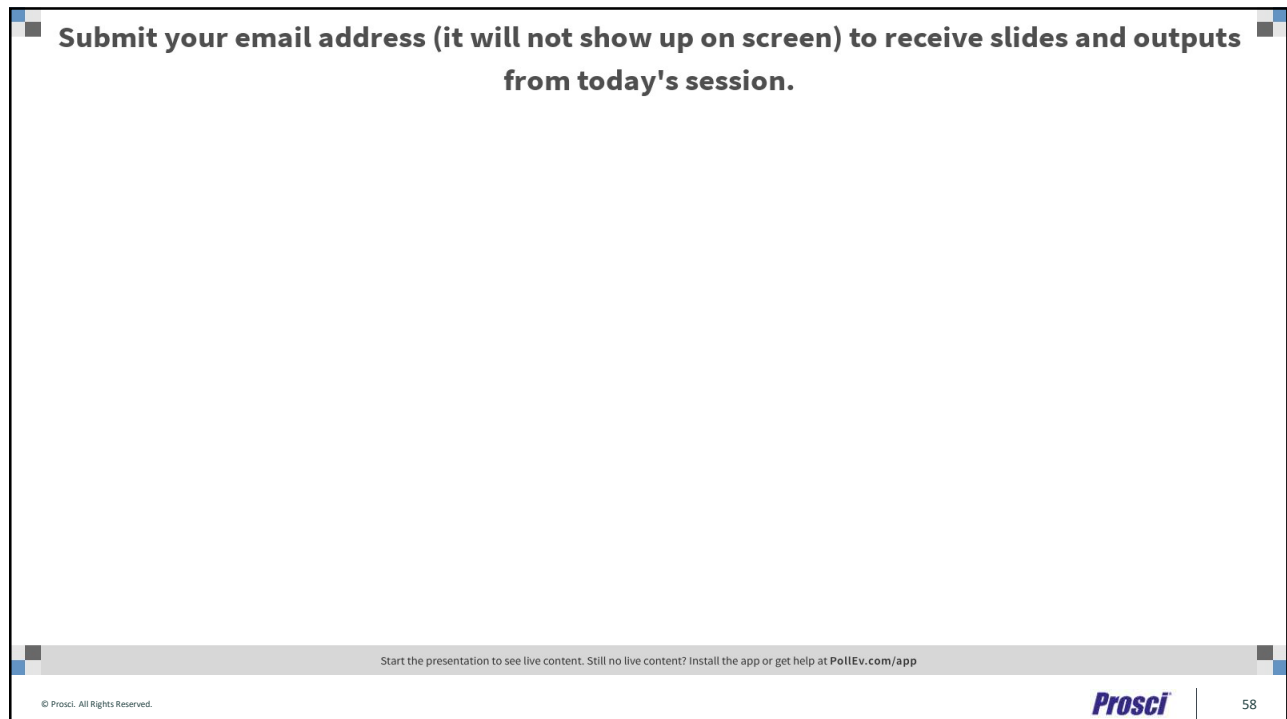
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In an organization  
On an initiative  
For individuals

56



57



58