

What We Know About Results

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We are more alike
than different.

Change is needed for
racial and social justice.
How might what we know
about people, change, and
results help us support
these changes?

- 1 Change is challenging & People do resist change
- 2 Change is a process & People do need to understand why
- 3 Change is individual & People do need change leadership

Reason for Change

Technical Side

People Side

Design
Develop
Deliver

Engage
Adapt
Sustain

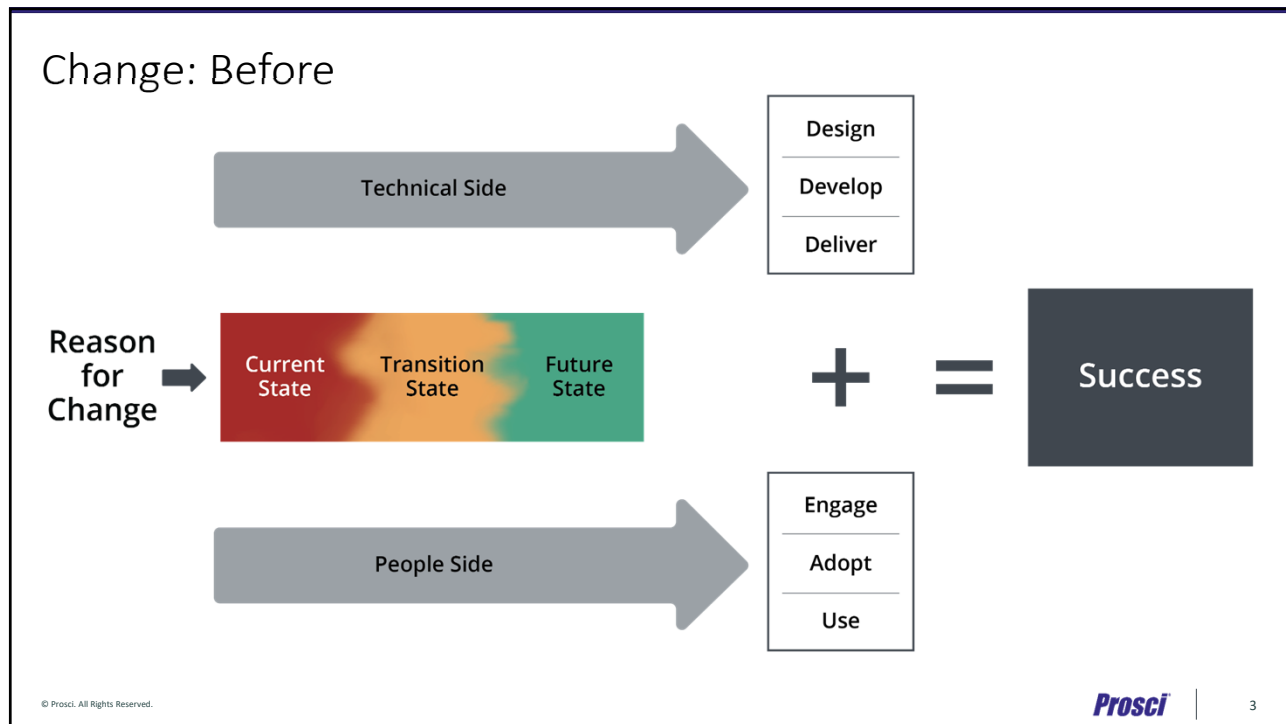
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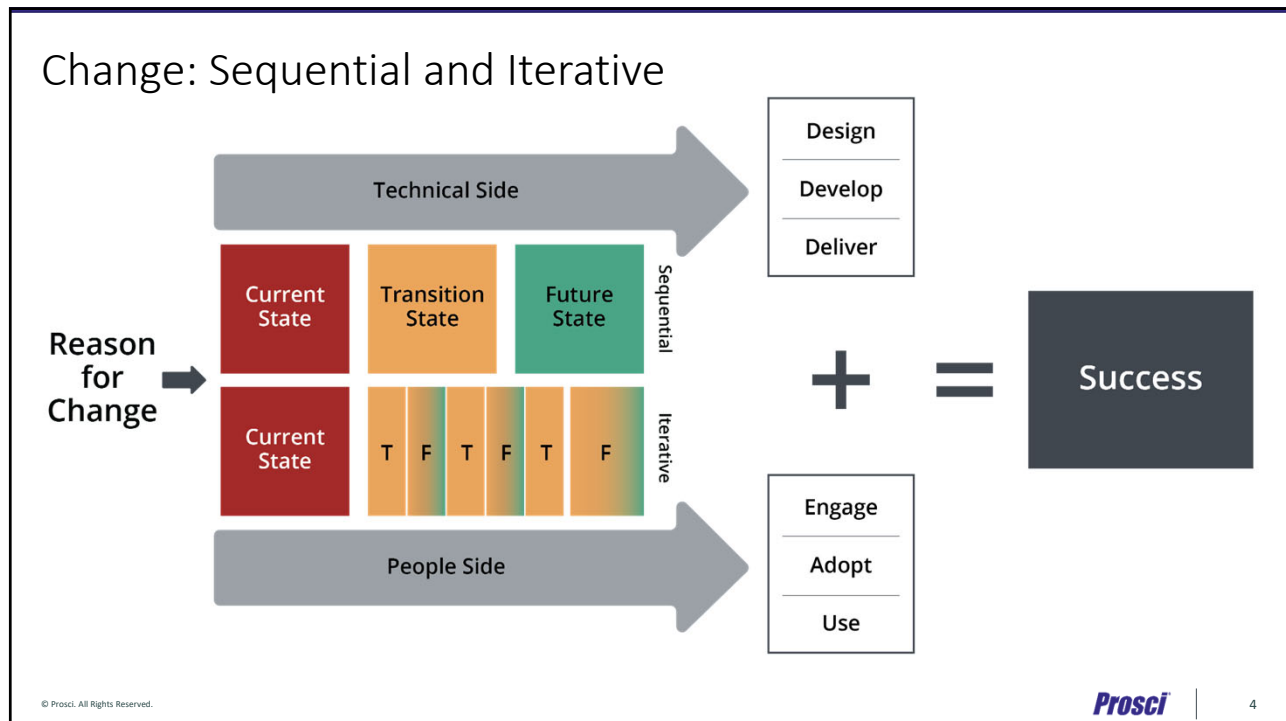
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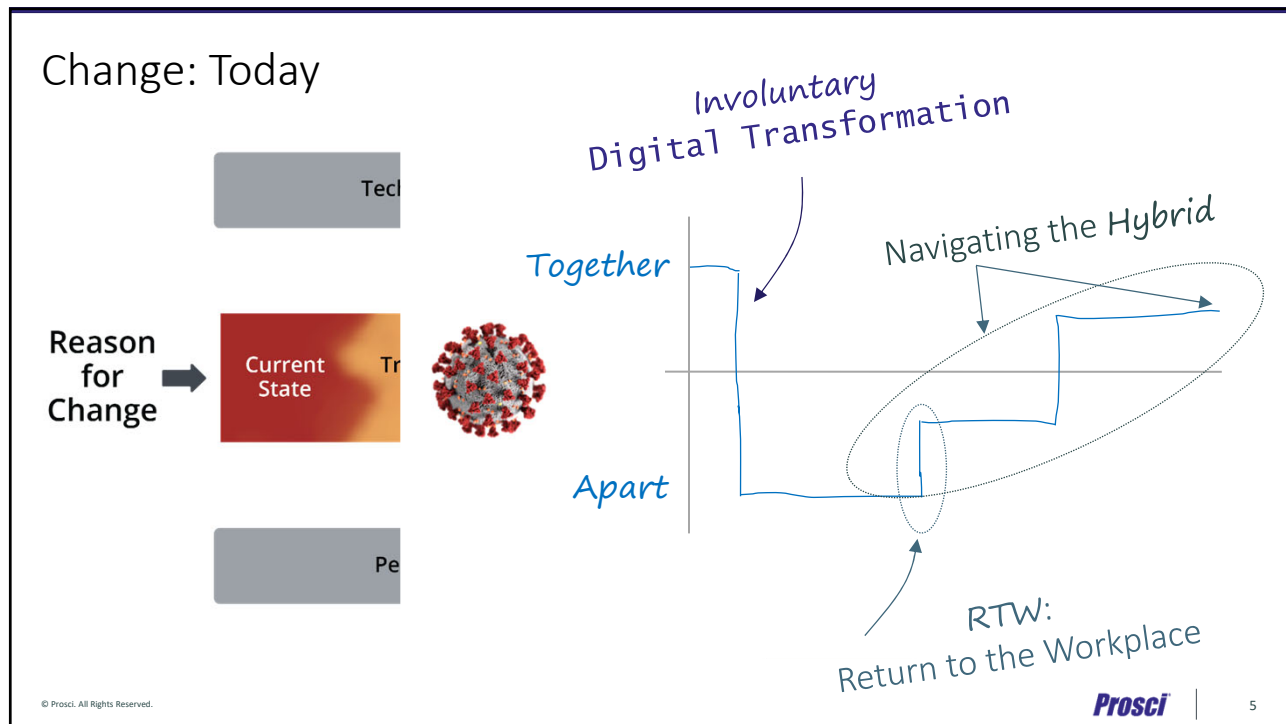
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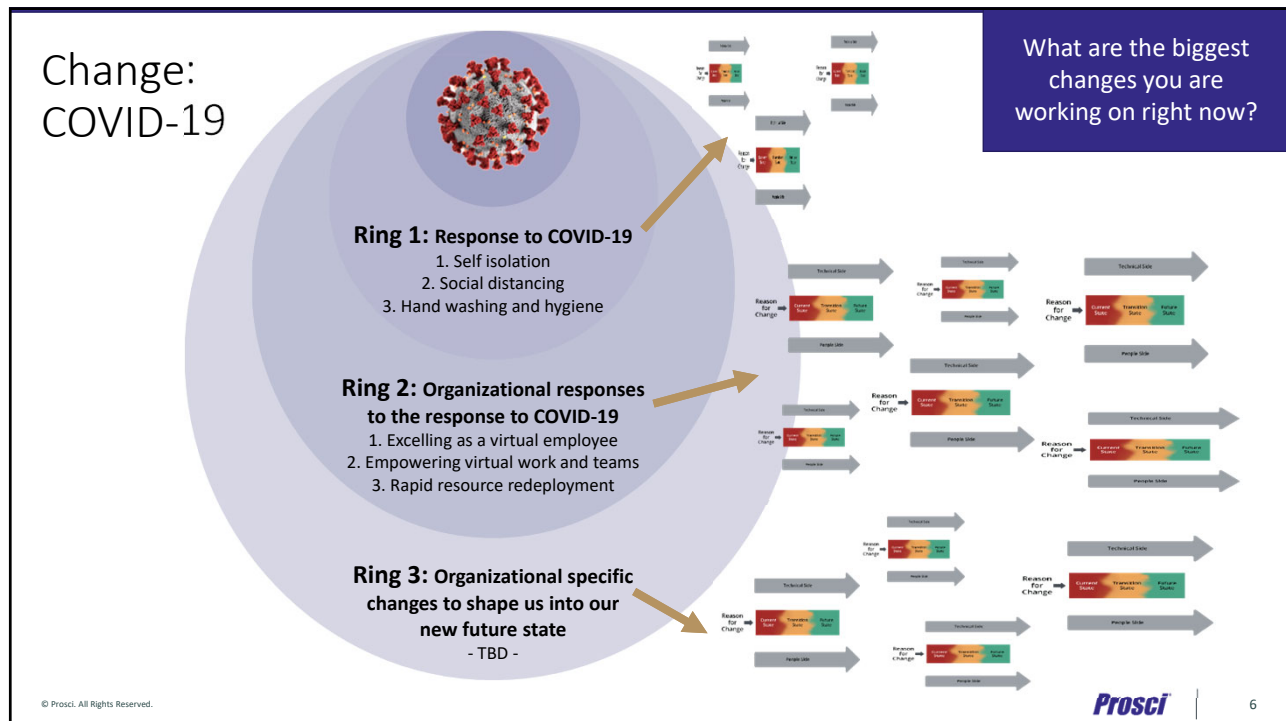
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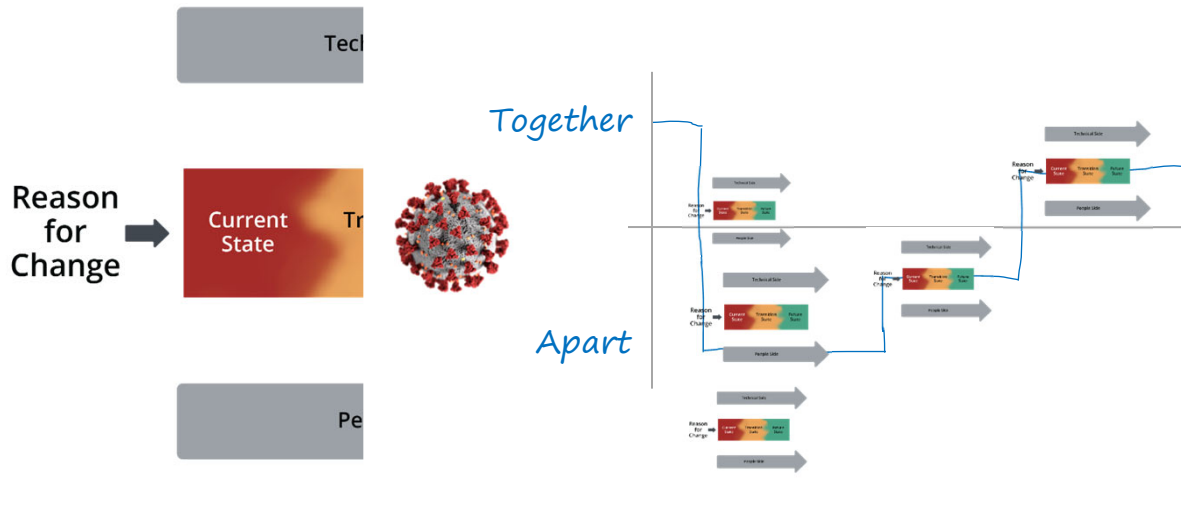


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Change: Immediate Response



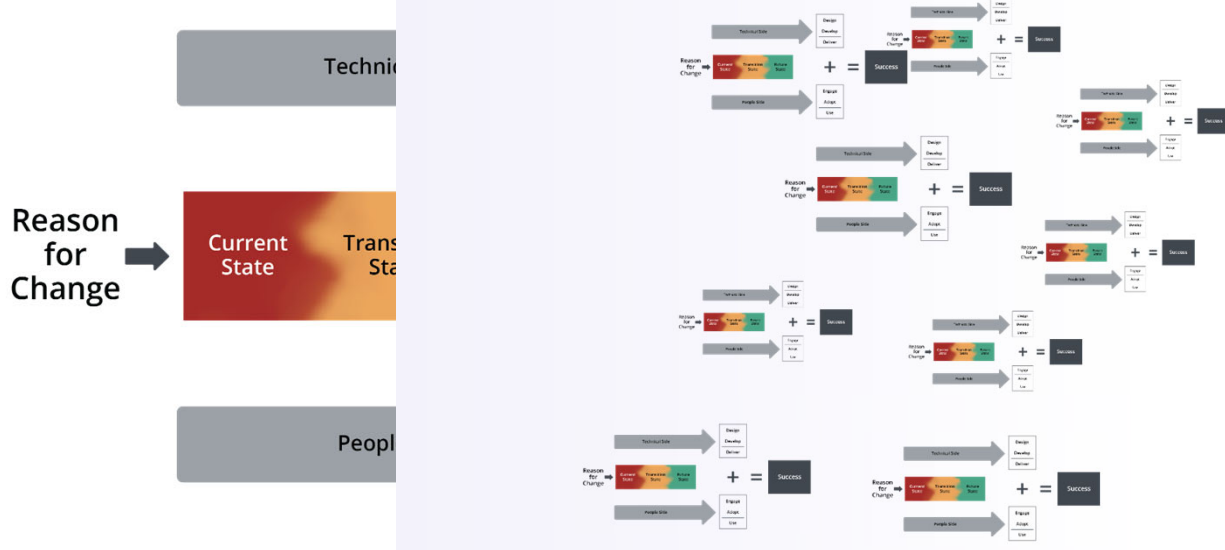
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Change: Moving Forward



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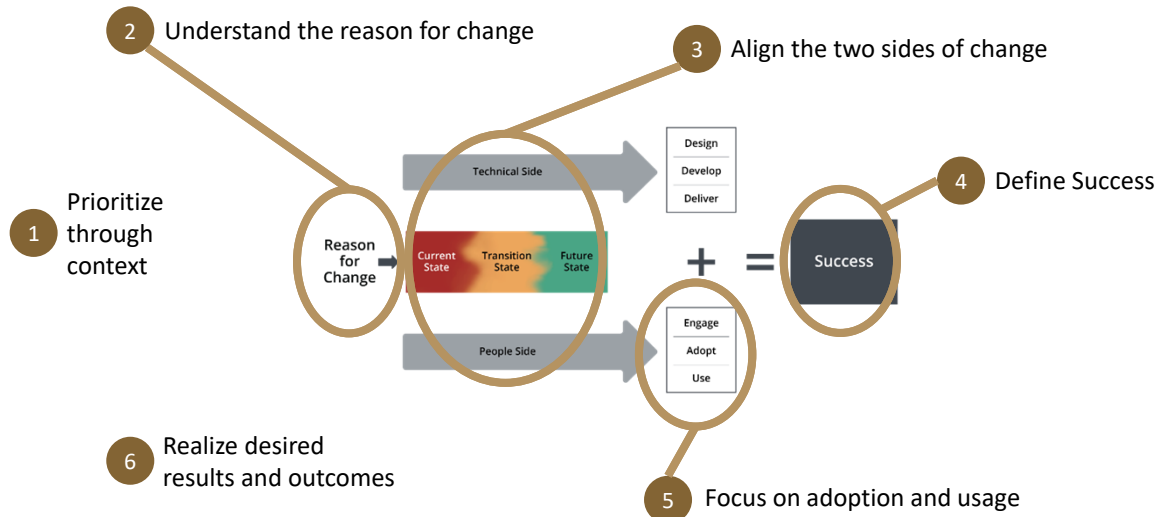
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Six Things We Know About Results

+ what it means to change, today



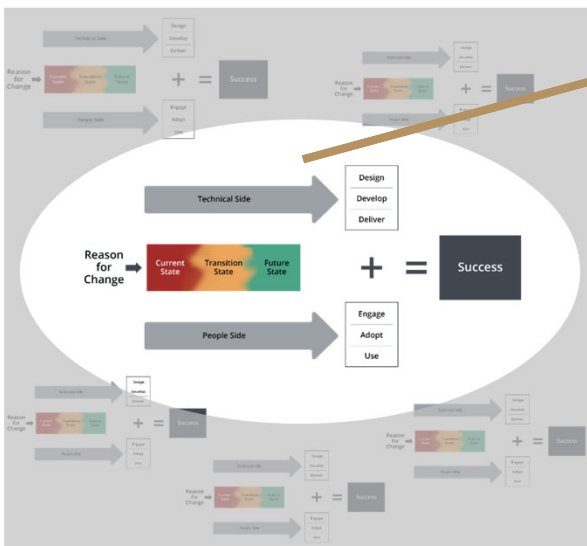
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1. Prioritize through context



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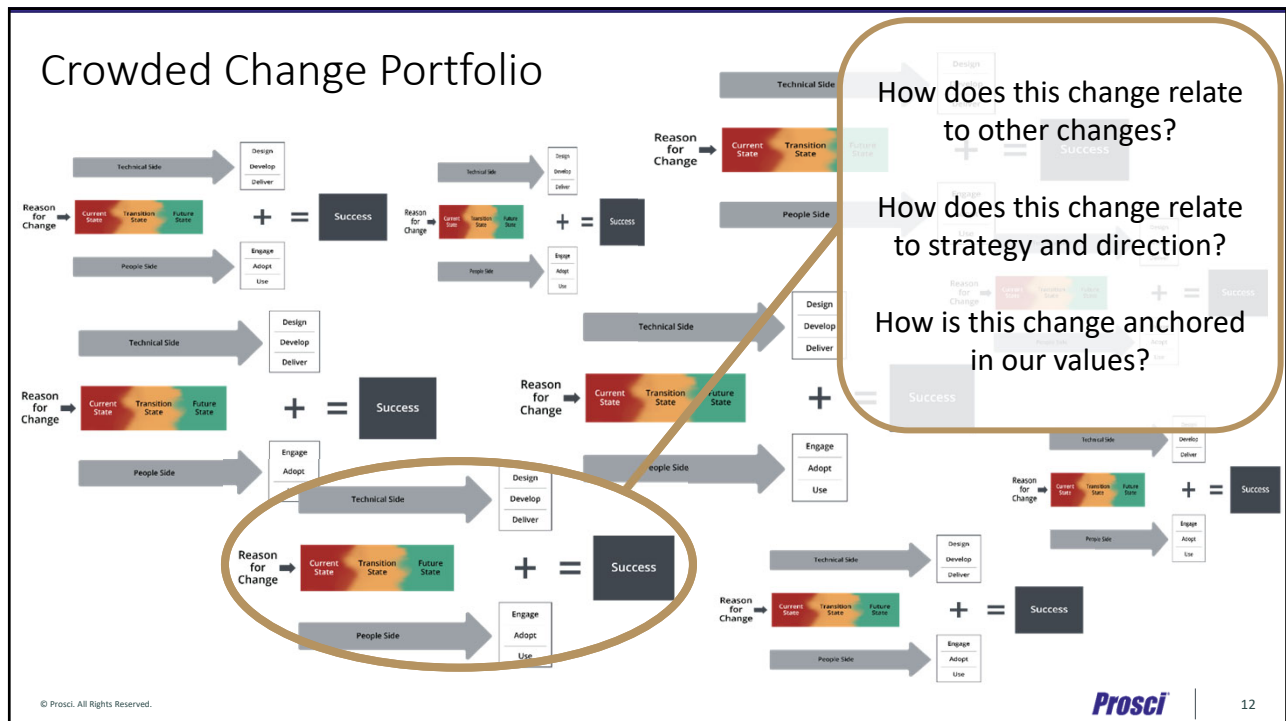
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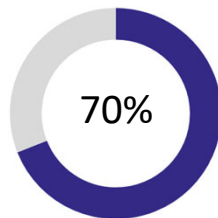
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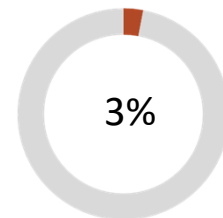
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Key Question Creates People Side Context

For your project, what percent of overall results and outcomes **depends on** employee adoption and usage of the change?



The follow-up question:
How much are we **investing** (budget, people, energy) in driving and supporting employee adoption and usage?



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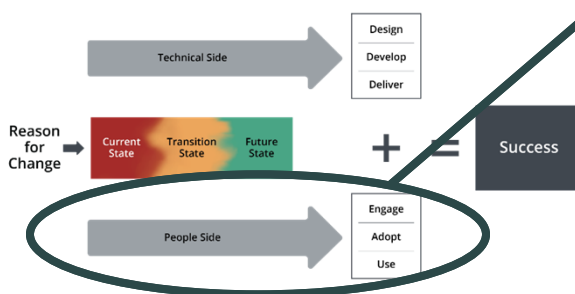
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1. Prioritize through context

CHANGE: TODAY



- Context shows how this change relates to the rest of what is going on around, which is a crowded landscape right now!
- With so much change, people need to understand where to spend their finite time, energy, mindshare, and focus.
- COVID-19 is paradoxically the most individual and collective change at the exact same time – context takes on a whole new meaning when our work life literally invaded our home life.

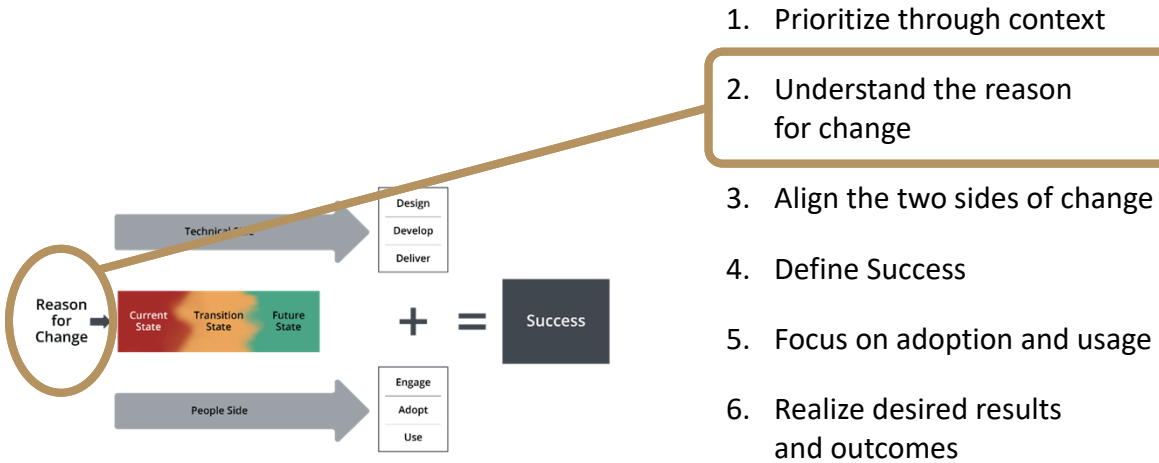
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2. Understand the reason for change



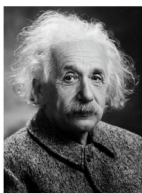
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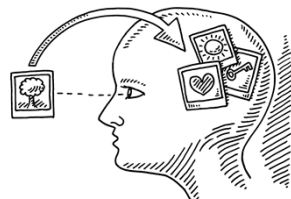
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Crafting a Compelling Why with the Reason for Change



"If you can't explain it **simply**, you don't know it well enough."

Albert Einstein (1879–1955), German-born theoretical physicist



We know the **truth**, not only by the **reason**, but also by the **heart**.

Blaise Pascal (1623–1662), French mathematician and philosopher

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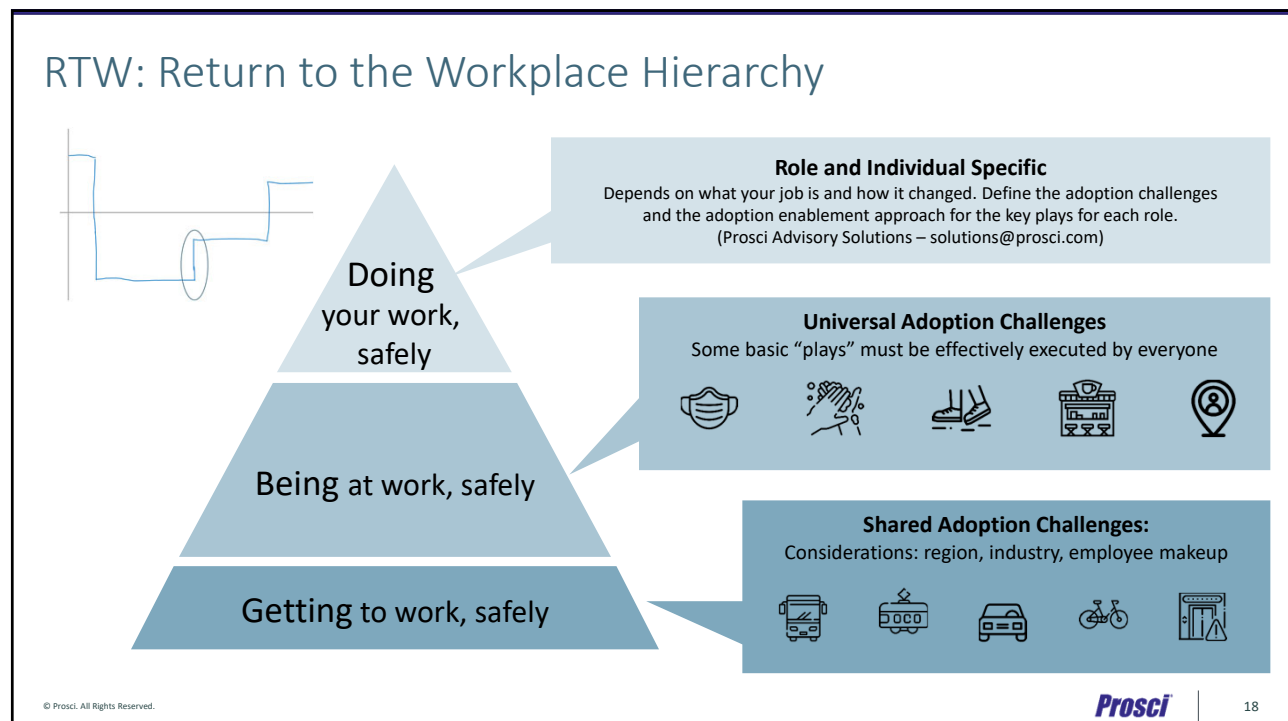
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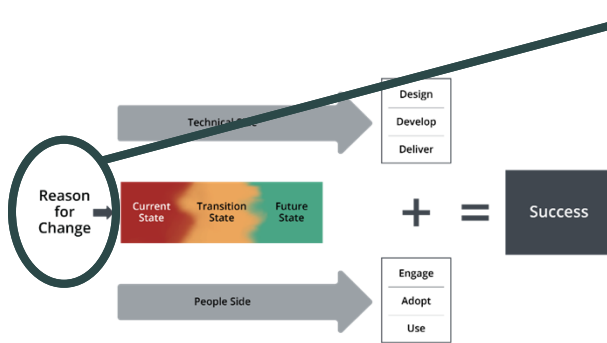
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2. Understand the reason for change

CHANGE: TODAY



- The reason for change must be concise, crisp, compelling, customized, and in context to be meaningful, especially today.
- A compelling “reason for change” for strategic, long-lasting efforts must extend beyond “response to the pandemic.”
- The “reason for change” for the return to the workplace occurs against a personal backdrop and after having learned that “place” is somewhat arbitrary and work can happen anywhere.

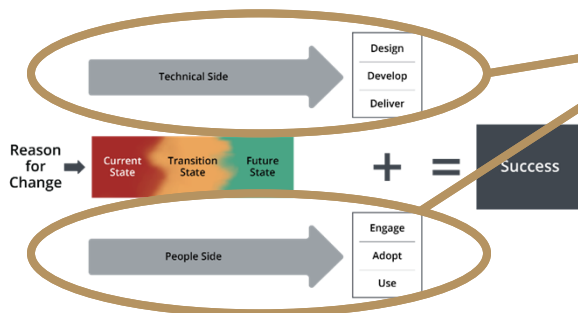
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3. Align the two sides of change



1. Prioritize through context
2. Understand the reason for change
3. Align the two sides of change
4. Define Success
5. Focus on adoption and usage
6. Realize desired results and outcomes

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Align Technical and People Side Milestones

Sequential

Key Project Milestones	Date	ADKAR Milestones	Date
Kickoff		Awareness	
Go Live		Desire	
Outcomes		Knowledge	
		Ability	
		Reinforcement	



Iterative

Key Initiative Milestones	Date	ADKAR Milestones	Date	Rel. 1	Rel. n
Kickoff		Awareness			
Release 1		Desire			
Release 2		Knowledge			
Release n		Ability			
Go Live		Reinforcement			
Outcomes					



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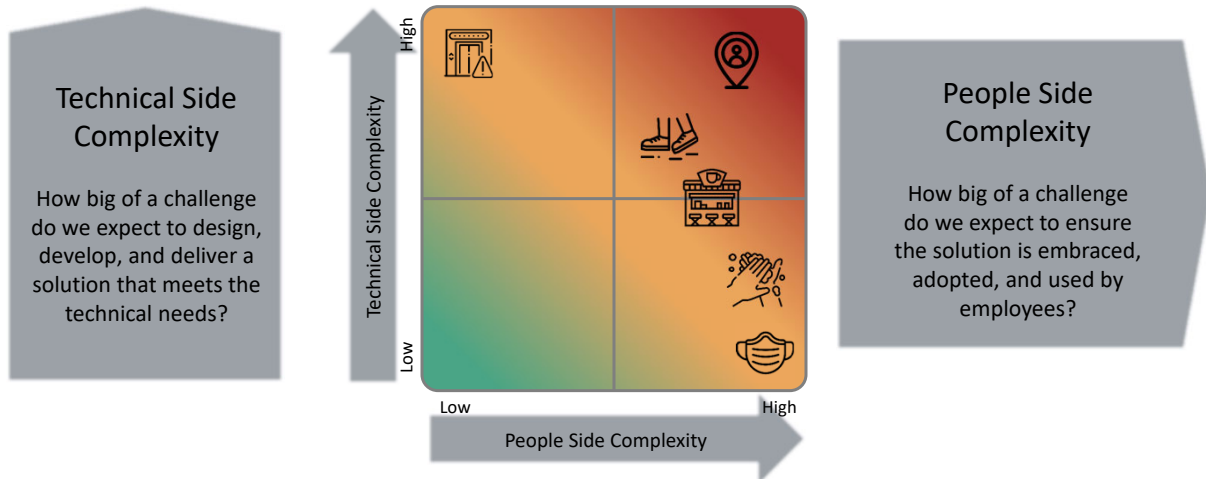


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Examining Technical Side and People Side Complexity



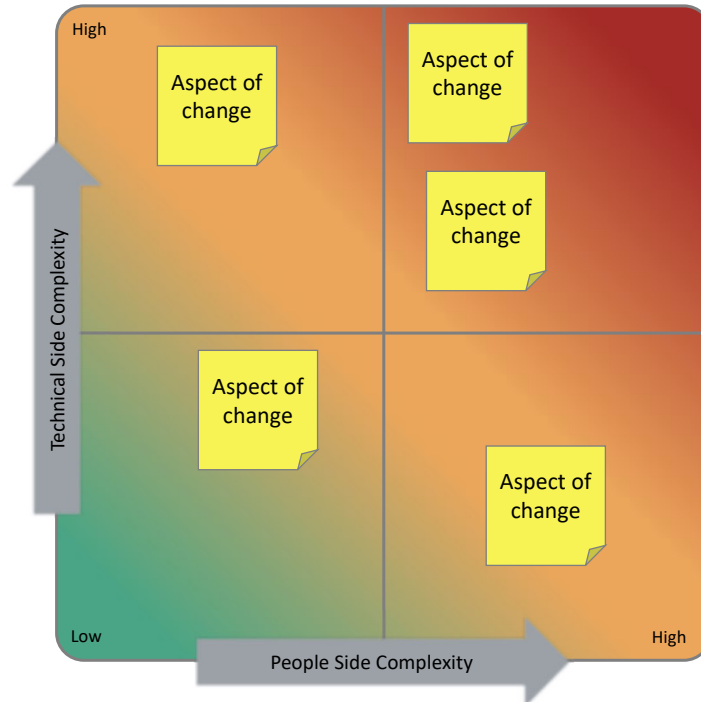
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Technical Side / People Side Complexity Canvas



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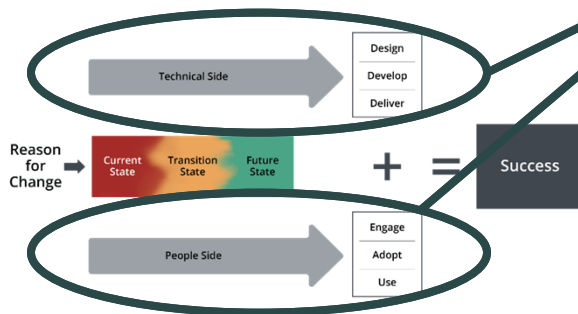
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3. Align the two sides of change

CHANGE: TODAY



- With the speed and uncertainty of change today, the technical and people sides need to be in lock step with one another.
- Iterations through design-develop-deliver and engage-adopt-use will be essential.
- Many of the changes associated with the return to the workplace will have higher people side complexity than technical side complexity – e.g. mask wearing.

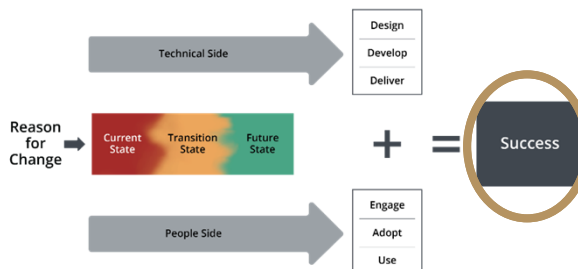
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4. Define Success



1. Prioritize through context
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Roles in Defining Success

Role of the Sponsor



- Clearly articulate the why (purpose).
- Clearly identify the definition of success, including both project objectives and organizational benefits.

The sponsor owns
defining success.

Role of the Change Practitioner



- Extract and package the definition of success by asking great questions and ensuring clarity.

- Why do we need to change?
- What is the problem or opportunity for the organization?
- What are the benefits the organization is seeking from this change?
- How would we know that the project is achieving what is expected?

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The Definition of Success: Two Parts



Project Objectives What the project **achieves**

- How will the project contribute to solving the problem or realizing the opportunity?
- What will the project produce and enable?
- How will you know the objectives have been achieved?



Organizational Benefits What the organization **gains**

- What is the problem or opportunity for the organization?
- If the problem is solved or opportunity is realized, what will be the benefit(s)?
- How will you know the benefits have been realized?

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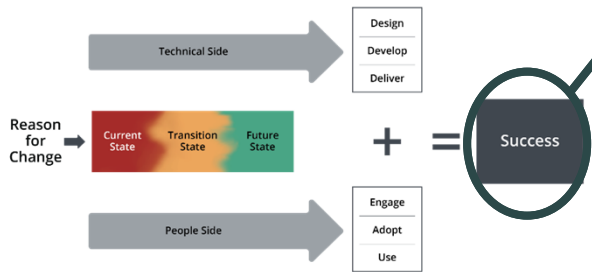
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4. Define Success

CHANGE: TODAY



- Sponsors own defining success. Practitioners own extracting and packaging the definition of success.
- In today's world, the definition of success is nearer than it used to be, and it will likely shift along the way.
- "Solution Laps" provide a framework that enables understanding and engagement by all involved in owning and driving success.

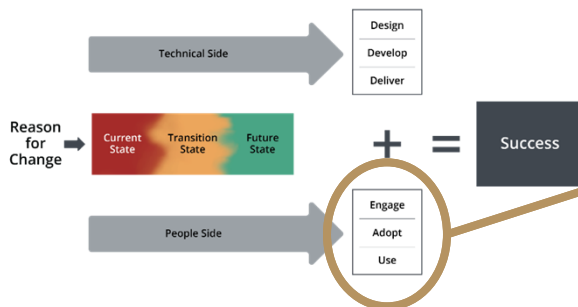
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5. Focus on adoption and usage



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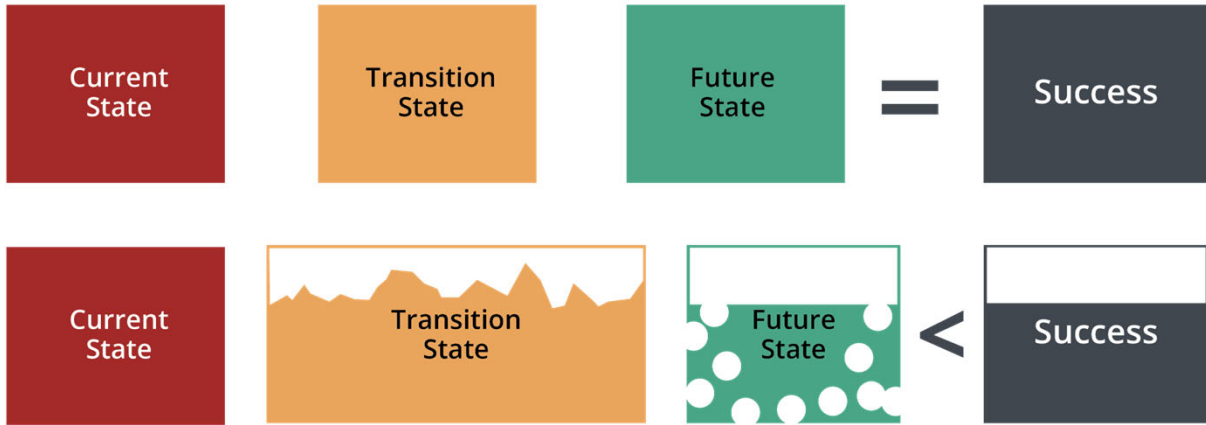
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Bumpy Transitions and Swiss Cheese Future States



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Today's Changes Are Highly Adoption and Usage Dependent

Mindset
Culture
Collaboration
Productivity
Hybrid Workplaces



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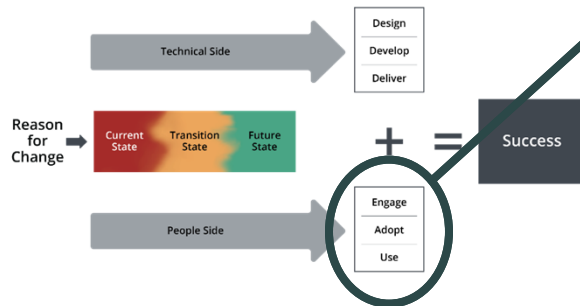
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5. Focus on adoption and usage

CHANGE: TODAY



- Adoption and usage closes the gap between installing a brilliant solution and realizing expected value in change.
- Many of today's change challenges are highly dependent on adoption and usage and the people side of change.
- Change management will need to be faster to match the pace, shifting directions, and iterative nature of today's changes.

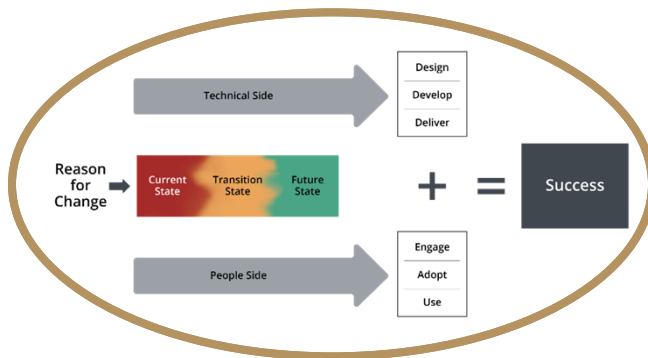
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6. Realize desired results and outcomes



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Capture the People-Dependent Portion of ROI/Value

Project 1: Install motion-activated lights in meeting rooms



Project 2: Install recycle and compost bins in the office



How much of the expected ROI depends on adoption and usage?

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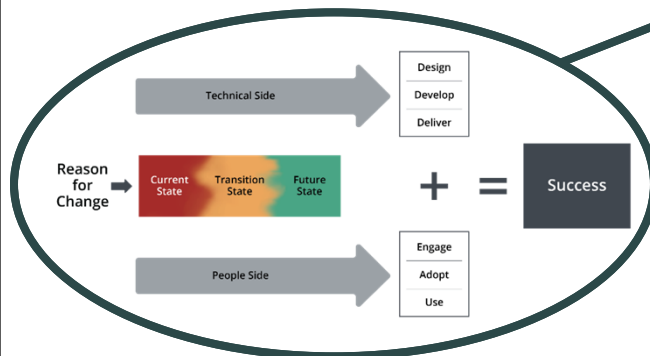
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6. Realize desired results and outcomes

CHANGE: TODAY



Achieving the desired results and outcomes of today's changes will be critical:

- Changes to control the pandemic
- Changes toward equality and justice
- Changes to return to the workplace
- Changes to reimagine the place of work
- Changes to reinvent ourselves into who we want to become
- Changes to leverage what we learned about ourselves

- Results and outcomes depend on helping people change how they show up – adoption and usage drives outcome; yesterday, today, and tomorrow

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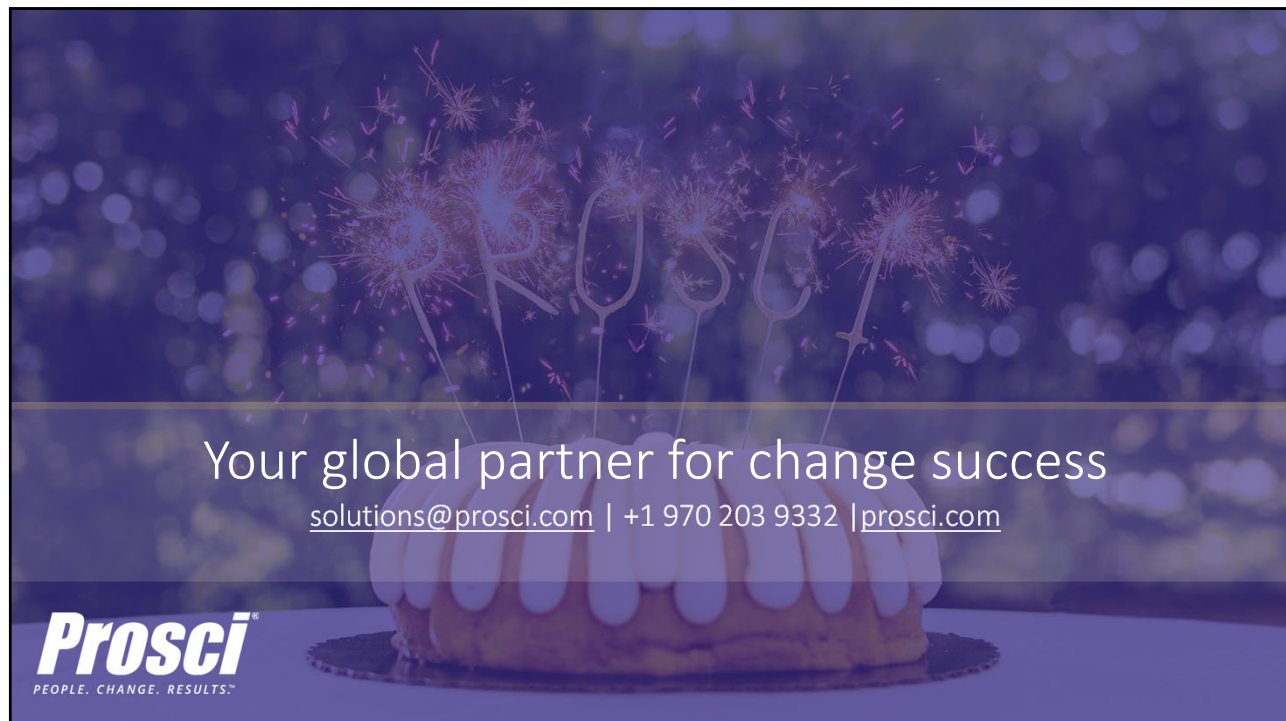
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What We Know About Results	What It Means Today:
1. Prioritize through context	
2. Understand the reason for change	
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4. Define Success	
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6. Realize desired results and outcomes	

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