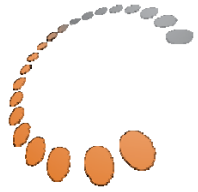


The Art of Cultural Change: Making Change Stick

NJ Chapter
PMI Monthly Meeting





About ITTI

*Our Mission is to provide education, resources
and coaching to enable IT organizations to
lead and execute successful transformation
programs*

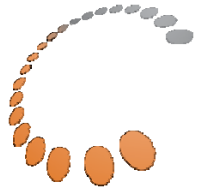


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Making Change Stick

Presentation is based on “White Paper”

Making Change Stick

How to drive Organizational Change and Make Your Service Management Program More Than a “Flash in the Pan”

by

Charles Araujo

March 2010

People

Process

Technology

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Which is Most Important?

It's People



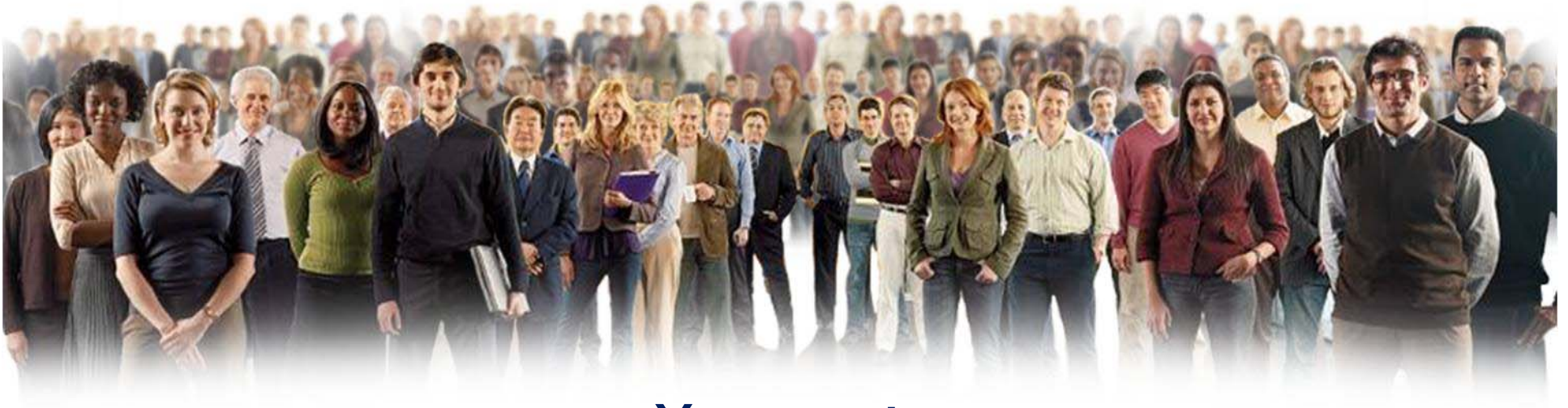
that use

Process and Technology

to meet the needs of the *Business*

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People



You must
Change Their Behavior

to have an *Impact*



Not an IT Problem

Not a Cultural Problem

This is a Human Problem

India's Health Problem



**1960:
24% Child Mortality Rate
from Diarrhea**

**The Solution:
Rehydration Salts**

**Today:
6.5% Child Mortality
400,000 Deaths. Still.**

Why?

India's Health Problem

**Technology:
Rehydration Salts are
Safe & Available**

**Process:
Wide Distribution Easily
Accessible Cost is Free**

**Today:
Still 400,000 Deaths.**

Why?

India's Health Problem

The Technology was developed

The Process was implemented

But attitudes, behaviors, habits and beliefs remained unchanged.

Idea: Community Mobilization

One Company's Approach to Changing Behavior



- ✓ Role Playing
- ✓ 4 Hour General Training Session
- ✓ 2 – 4 Weeks (Part-time) Job-Specific Training, incl Certification
- ✓ Additional Training/Certification

For Additional Leadership Development:

- ✓ Certified “Master” in Area of Specialty
- ✓ Read “Mastery: The Keys to Success and Long-Term Fulfillment”
- ✓ 3 Day Course on Communication & Leadership
- ✓ Passport Demonstrating Understanding of 30 Specific Behaviors

One Company's Approach to Changing Behavior

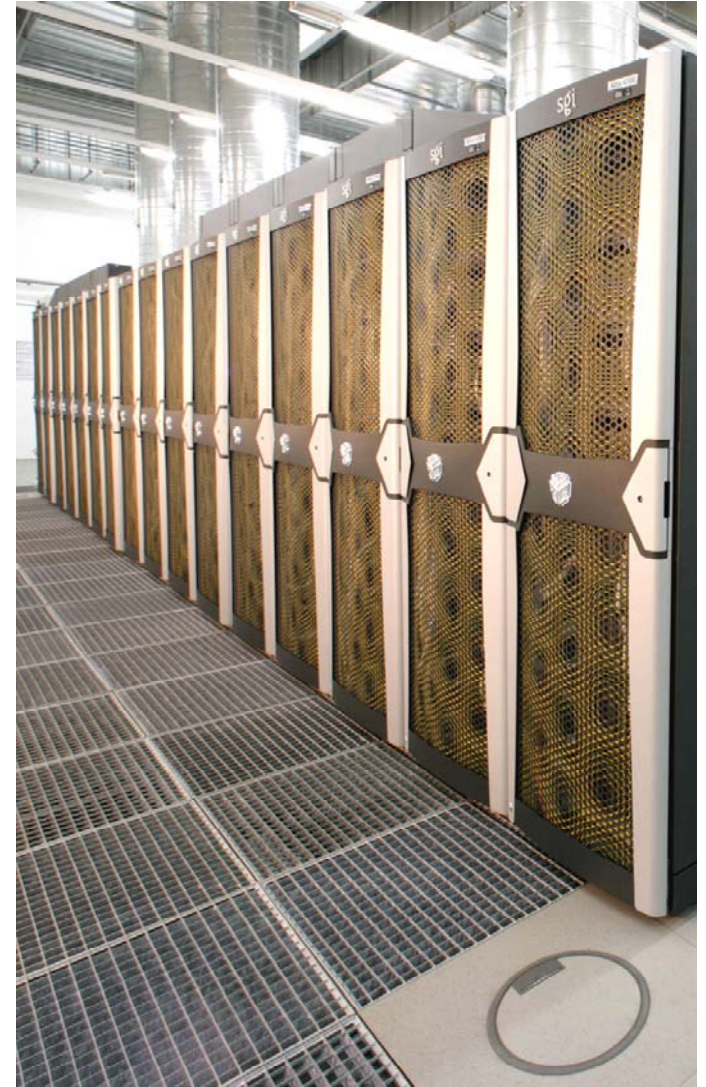


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One Company's Approach to Changing Behavior

**Which is
More Complex?**

Pizza or IT?



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Source: Nick's Pizza & Pub, Chicago, Inc. Magazine Feb 2010

**What are you going to do to change
organizational behavior and make your
processes and technology take root?**



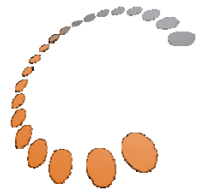
Lead & Create Leaders

Are You Building Leaders?

☐ **Don't Build Process – Build a Team that “Gets It”**

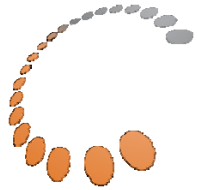
Is Your Team Empowered?

If They Don't Believe – No One Will

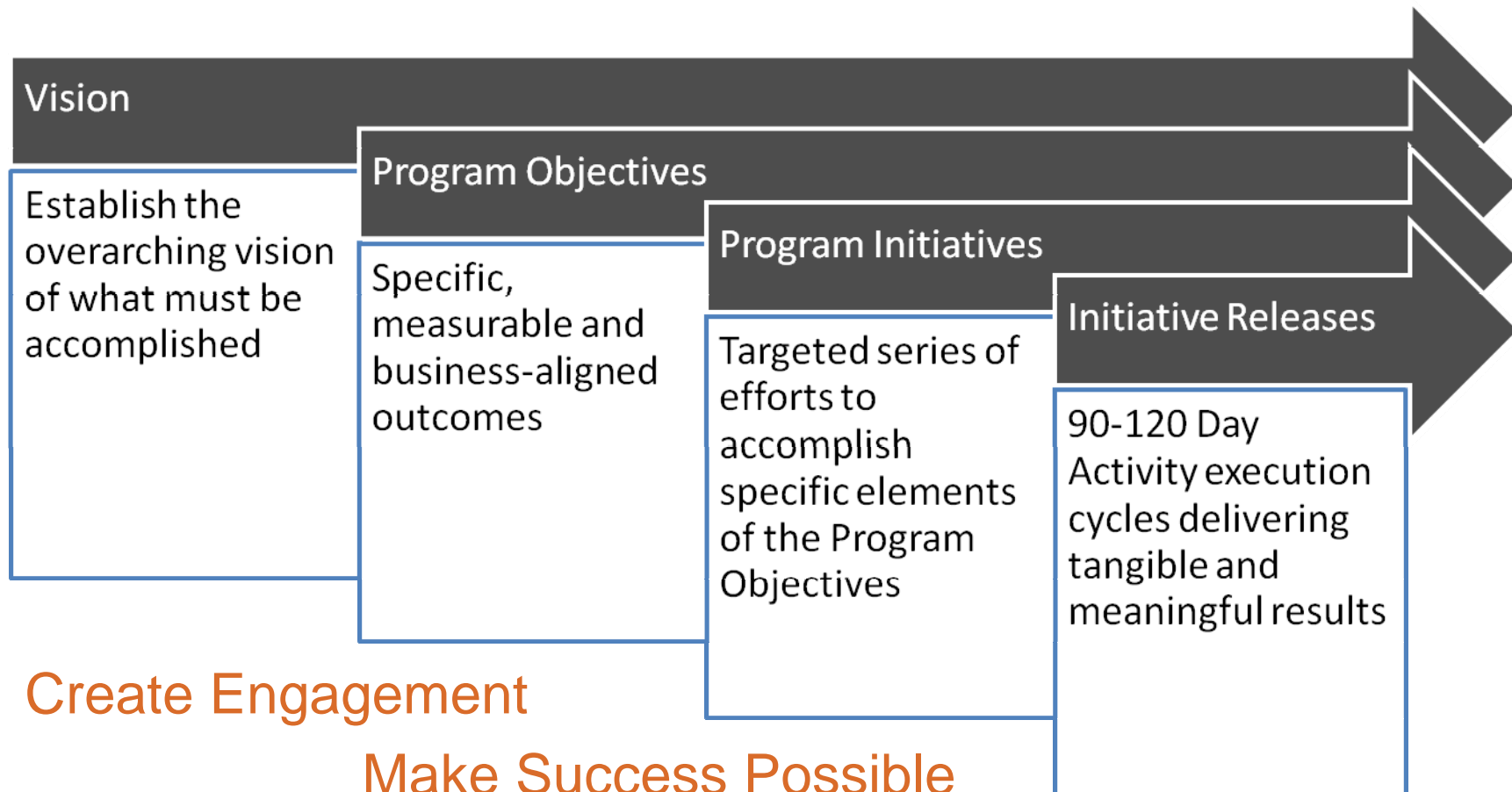


The DeepRoots™ Approach

Why We Work The Way We Work



The Power of Transference



Create Engagement

Make Success Possible

Go From Abstract to Tangible



The 4 Elements of Your Adoption Strategy

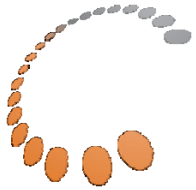


Awareness

Involvement

Understanding

Adoption



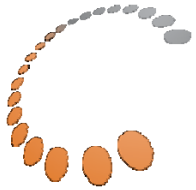
Awareness

Activities that inform impacted team members of:

- actions that will be taken
- the problems that they resolve
- and the potential impact
- including general awareness of timelines.

Awareness activities:

- Should occur as early in the execution cycle as possible
- Should be targeted to specific constituencies with appropriate messaging
- May include emails, presentations, newsletter and website articles, etc.



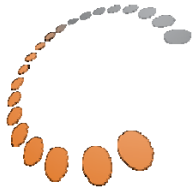
Involvement

Activities are those that seek to engage impacted team members.

The purpose of Involvement Activities is to:

- Provide deeper awareness of the details of the changes being developed
- Gather input and feedback during the development cycle to improve the final output
- Increase buy-in of the process by including more people in the development of the activities

Involvement activities should occur throughout the development lifecycle and should be targeted to specific audiences and for specific purposes.

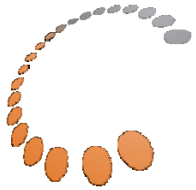


Understanding

Activities whose purpose is to create a deep understanding by the affected team members of:

- The specific elements of their jobs and/or tools that will be changed
- The specific behaviors or actions that will be expected
- The intended result and benefit of these changes
- The means by which their behaviors and actions will be monitored and measured

The primary Understanding Activity is typically one or more formal training delivery methods.

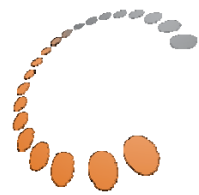


Adoption

Adoption Activities occur after implementation has finished.

They are meant to “seal the deal” and ensure that the implemented processes or other changes are, in fact, being understood and followed by the affected team members.

This typically involves a combination of reinforcing activities (reminding them what they should be doing) and enforcing activities (in which undesired behavior is corrected).



Key DeepRoots™ Components

- Anchored by Vision
- Vision becomes Measurable Objectives
- All Activities Traceable to Vision & Objectives

Traceability

- Enable Rapid Decision Making
- Overcome Inertia

Governance

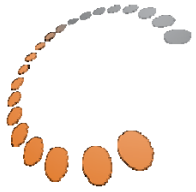
Adoption

- Program/Project Support
- Focus on Accountability
- Drive with Metrics, Communication & Training

Enablement

- Empower Teams to Act
- Leverage Cross-Functional Cooperation, but Resist Consensus

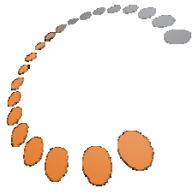
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What is DeepRoots™?

- Structured Execution Methodology
- Embeds Organizational Change Management (OCM) Into Execution Model
- Avoids Traditional OCM “Touchy Feeliness”
- Enables Traceability to Business Objectives

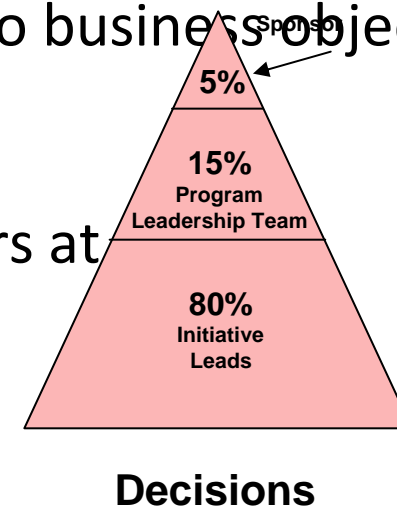


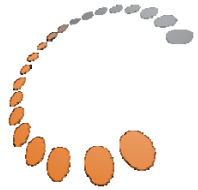


Guiding Principles

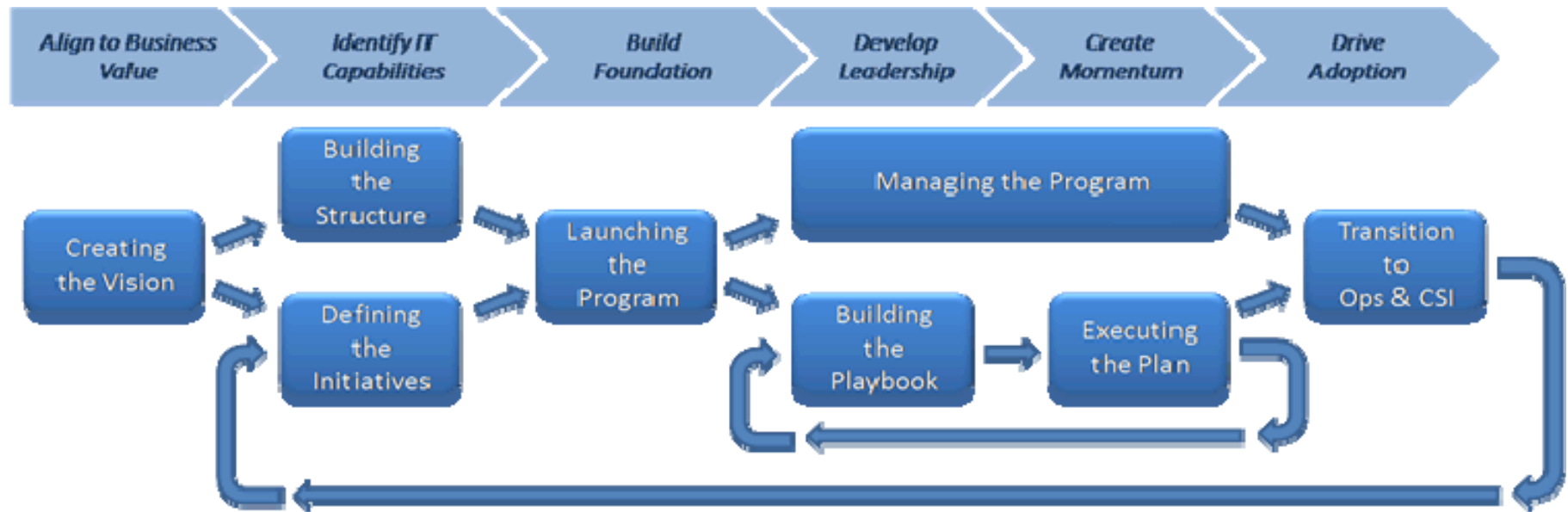


- Management know “WHAT” needs to be fixed. Workers know best “HOW” it needs to be fixed.
- 80% Right in short (90-120 day) cycles
- Results clearly linked to business objectives
- Decision Making Occurs at the Lowest Level





From Vision to Adoption

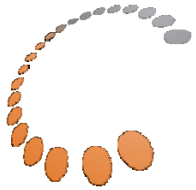


Focused on "What"

Increasing Levels of Granularity

Increasing Levels of Participation

Exponential Execution



Integrating DeepRoots™

- Finalize the “Why This?, Why Now?”
- Form PLT (Program Leadership Team)
- Identify Specific Initiatives
- Pick Initiative Leaders
- Develop Communication Strategy
- Plan “Launch”

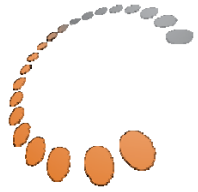
- Executive Planning Workshop
- Visioning Workshop
- Program Charter
- Business Objectives



- ACT Team
- Metrics Team
- “Guiding Principles”
- Proposed Approach
- Playbook
- Governance
- No “Full Time” members

- Coaching
- Spot Audits of targeted areas
- Emails or voicemails from senior management
- On-going training
- Informal “walk around” spot reviews
- Post-training Checklists or Tip Sheets





Leading the Transformation



- ✓ Lead....Transform
- ✓ Take Deliberate Action
- ✓ Focus on Creating Leaders
- ✓ Share the “Why”
- ✓ Share the Credit
- ✓ Enjoy the Ride

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The IT Transformation Institute

Questions

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