

Tomorrow's Trends
Lean Change Management:
Less Burden, More Impact!

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Lean Change Management: Less Burden, More Impact!

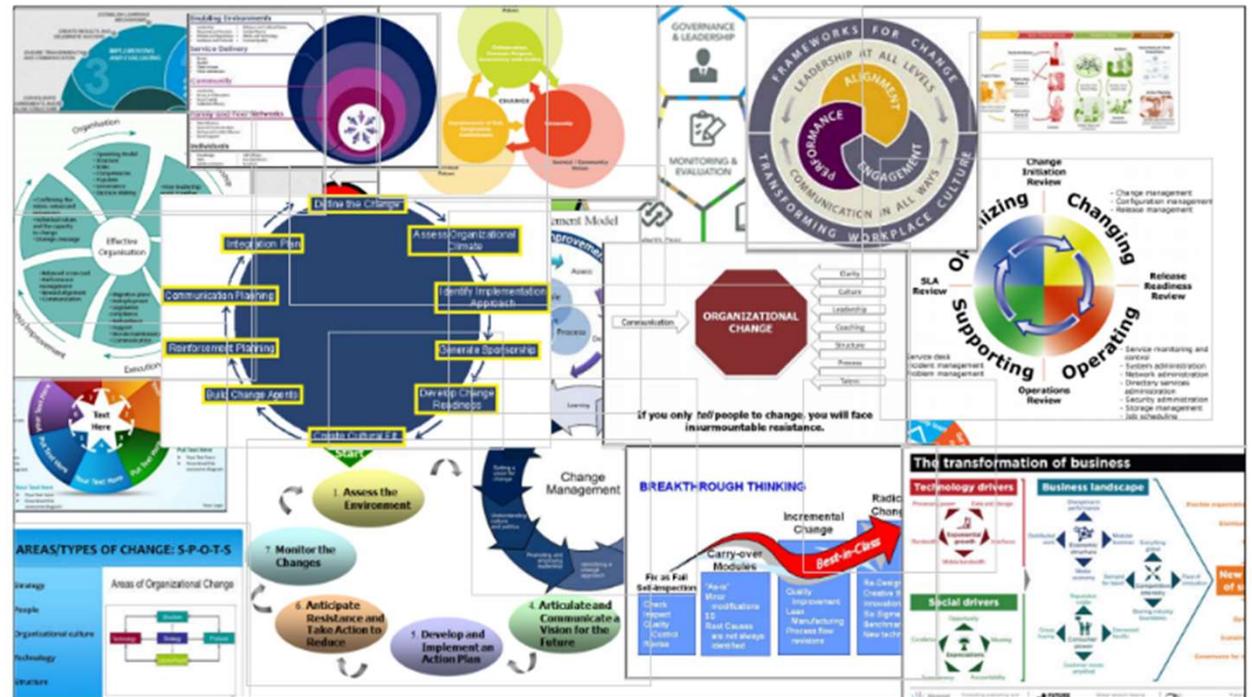
PMI-NJ Symposium Presentation

May 2025

Presented by Larry Solow, Lawrence Solow and Associates

There are
LOTS of
Change
Models out
there ...

Yet ...



70% of change initiatives fail to meet their goals

Does this finding match your experience?

70%

BUT SOME SAY CHANGE FAILS

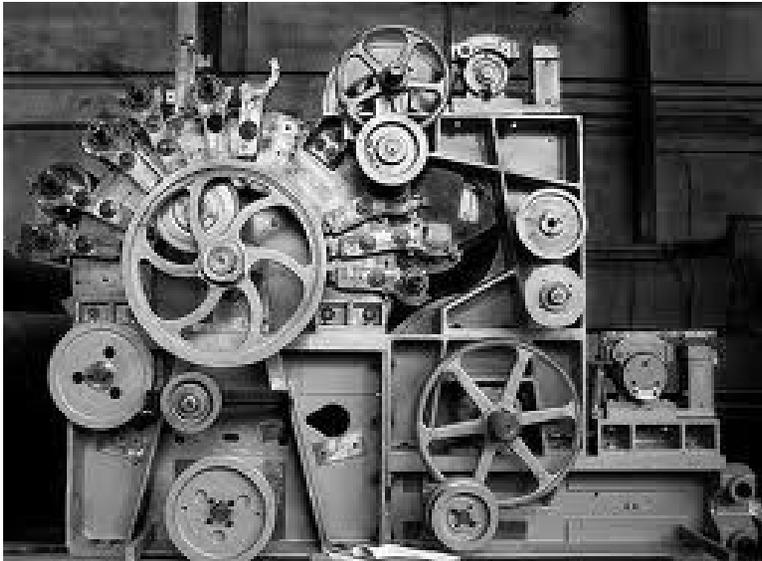
- ▶ 1995 - Kotter
- ▶ 1998 - Turner and Crawford
- ▶ 2005 - Prosci
- ▶ 2008 - McKinsey
- ▶ 2011 - Standish and Poor

WHAT IS LEAN CHANGE MANAGEMENT?



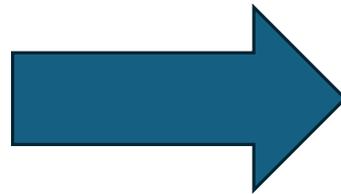
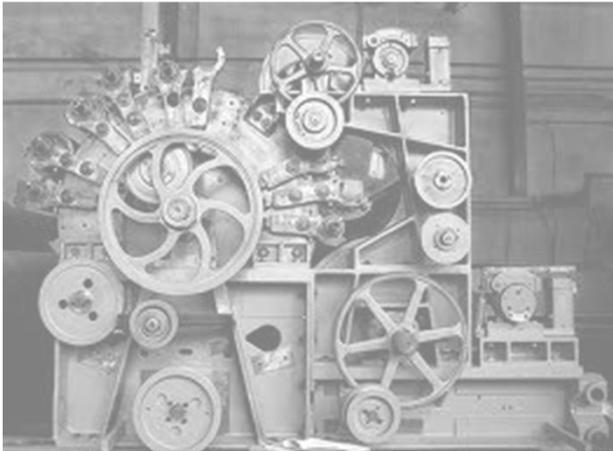
What are some reasons organizational changes don't achieve their stated objectives?

One factor: change models are based on a flawed assumption ... That organizations operate like “well-oiled machines”



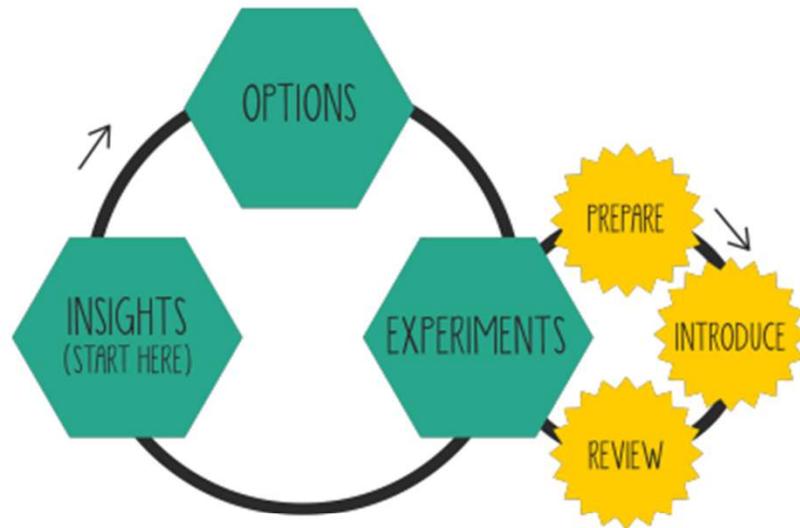
- **Repeatable**
- **Big input results in big output**
- **Problems have a “root cause”**

Complexity Science offers a different perspective



- **Interdependence**
- **Emergence**
- **Adaptability**
- **Resilience**

Lean Change Management recognizes organizations are not just complicated, they're complex



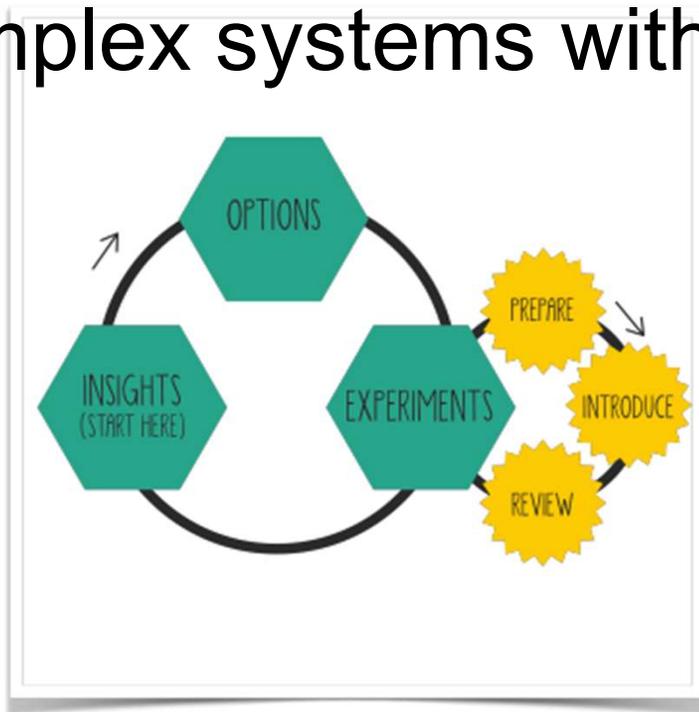
LEAN CHANGE MANAGEMENT

An **action-biased** collection of **modern change management ideas**, practices, and tools inspired by Agile, Lean, and Lean Startup thinking that have been designed to help your organization keep pace with today's torrid pace of change.

WHAT IS LEAN CHANGE MANAGEMENT?



LCM recognizes we can't predict the future of complex systems with certainty



leanchange.org/lcm

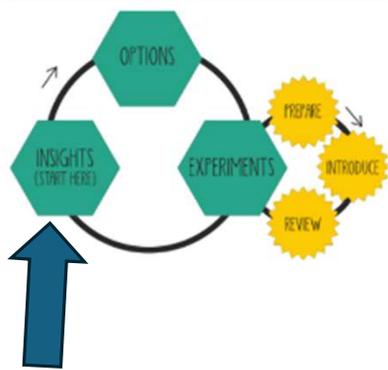
LEAN CHANGE MANAGEMENT

- ▶ Feedback-driven approach to change
- ▶ Adaptable to your context
- ▶ Non-linear or prescriptive

WHAT IS LEAN CHANGE MANAGEMENT?



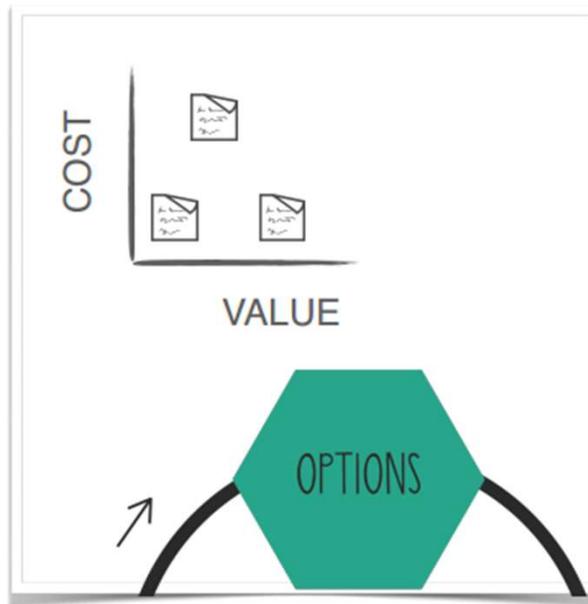
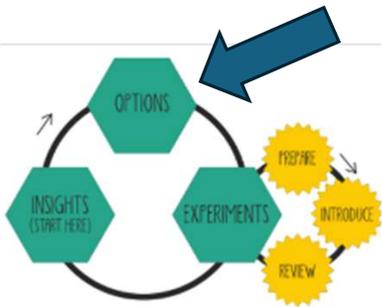
Think of a change you are dealing with now.
Turn to the person next to you ...



INSIGHTS

- ▶ What *organizational norms* exist?
- ▶ What do you *need to know* before experimenting?
- ▶ What *approach* for change would work best?
- ▶ What is the organization's natural *pace of change*?

WHAT IS LEAN CHANGE MANAGEMENT?



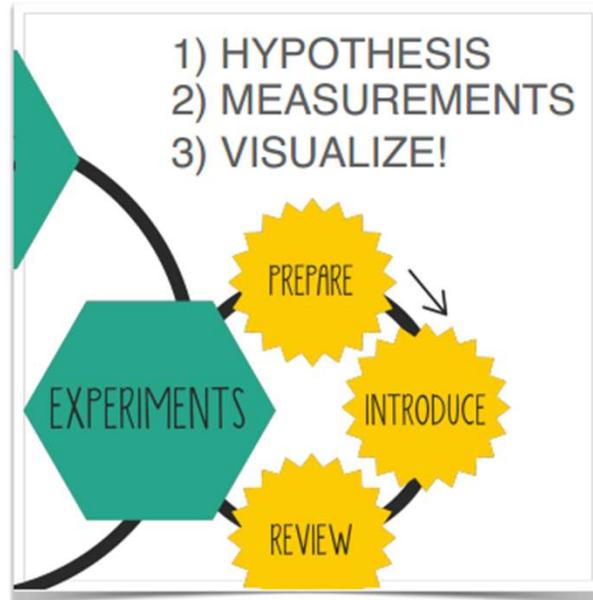
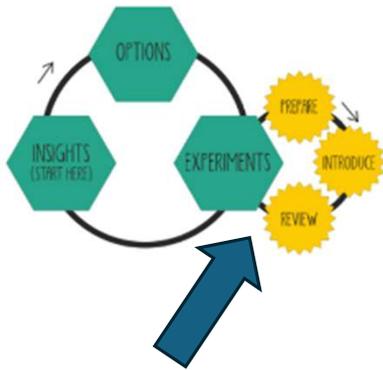
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OPTIONS

- ▶ What *could* we do?
- ▶ What *tradeoffs* will we make?
- ▶ What are we *not* going to change?

WHAT IS LEAN CHANGE MANAGEMENT?





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EXPERIMENTS

- ▶ What *will* we do?
- ▶ What do we *think* will happen?
- ▶ *How long* until we see results?
- ▶ How much *planning* do we need?
- ▶ Review: *what happened?*

WHAT IS LEAN CHANGE MANAGEMENT?



Each person brings their own context ...

Perspective Matters

Executives, Board Members etc
The organizational perspective
Self-interest
Shareholder value

The Middle Layers
Protecting their turf
Protecting their people
Personal safety

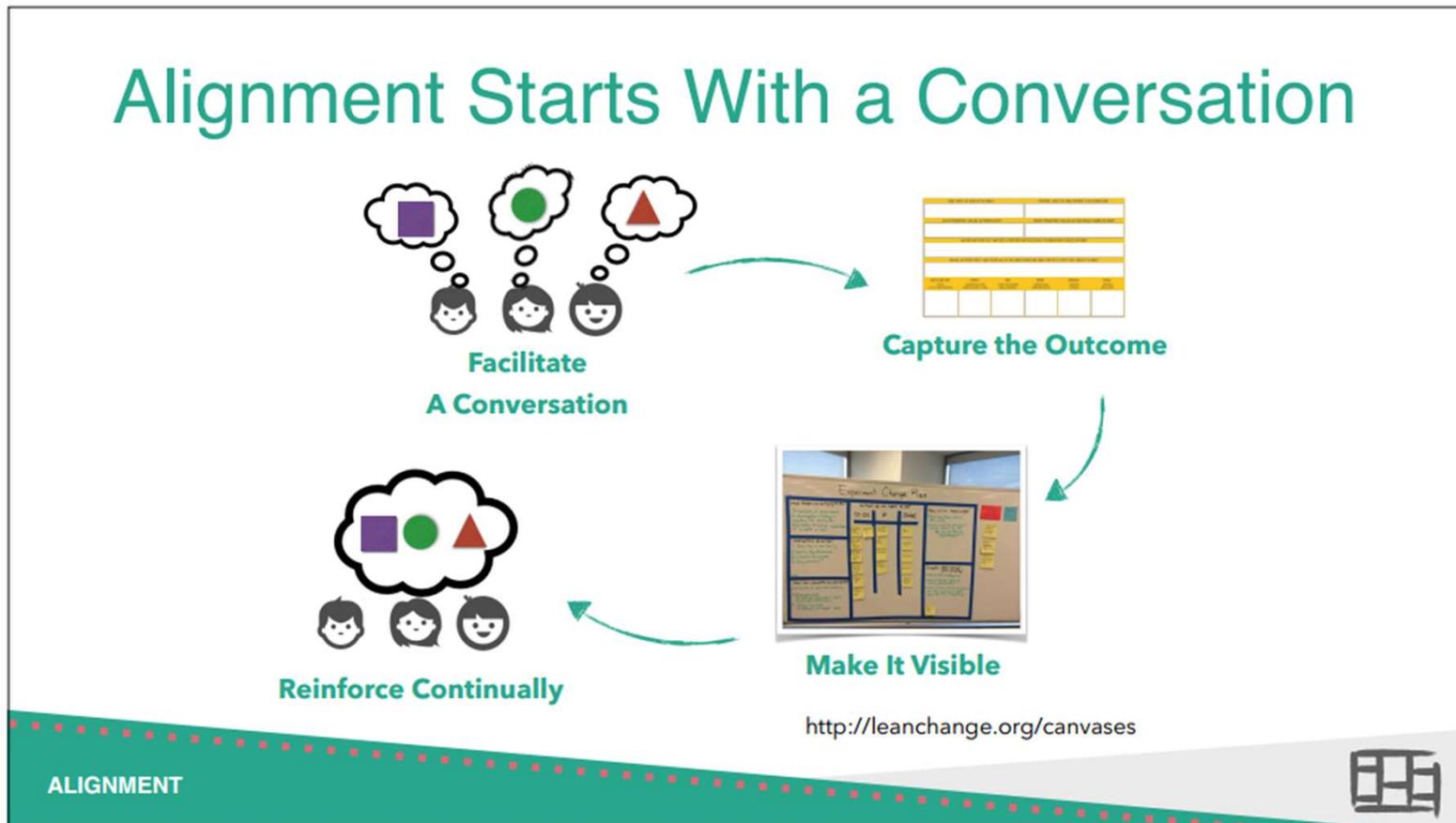
Staff, Contractors etc
What changes for me day-to-day?
Personal safety
Relationships

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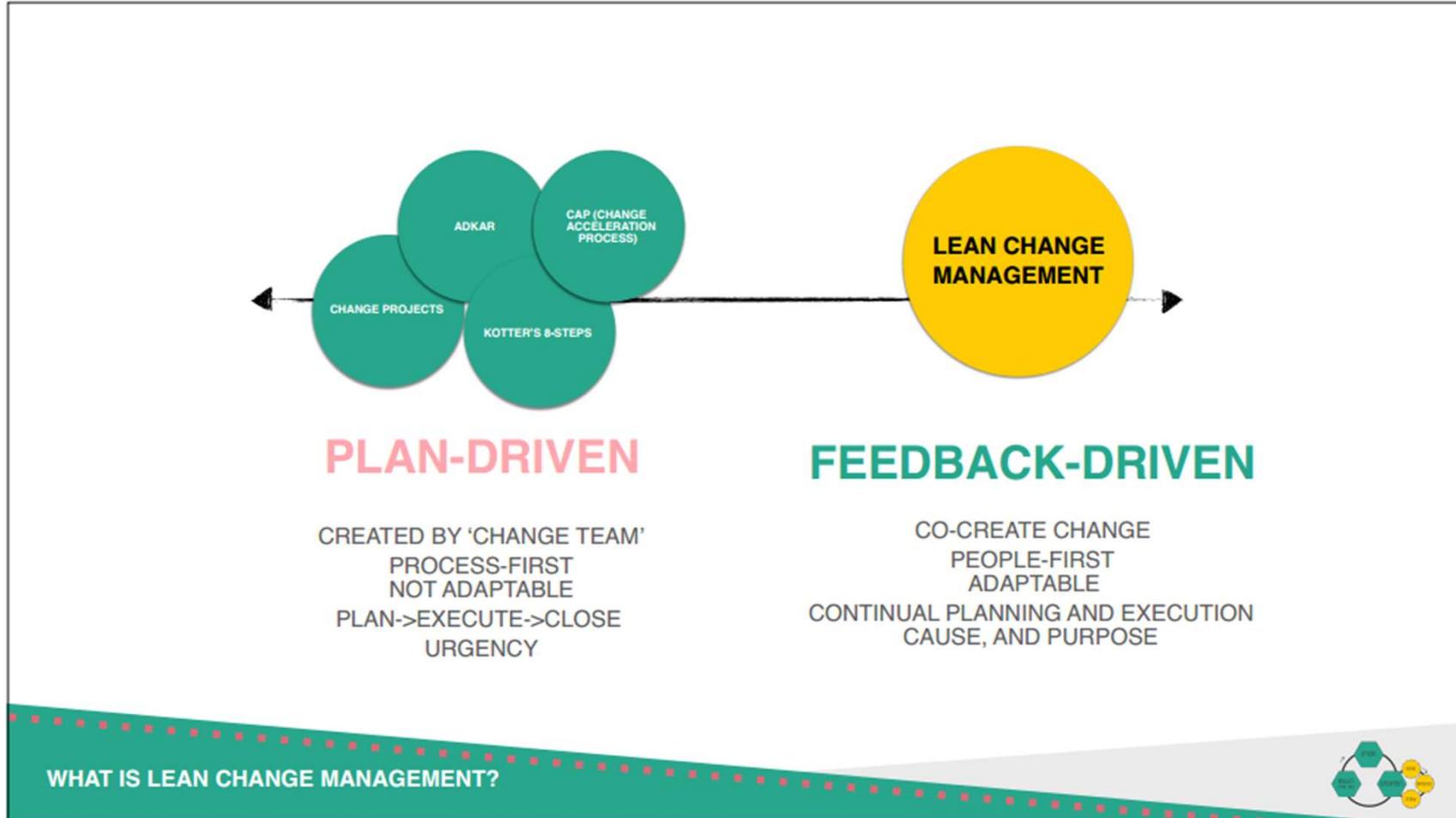
ALIGNMENT

The LCM Goal: Alignment

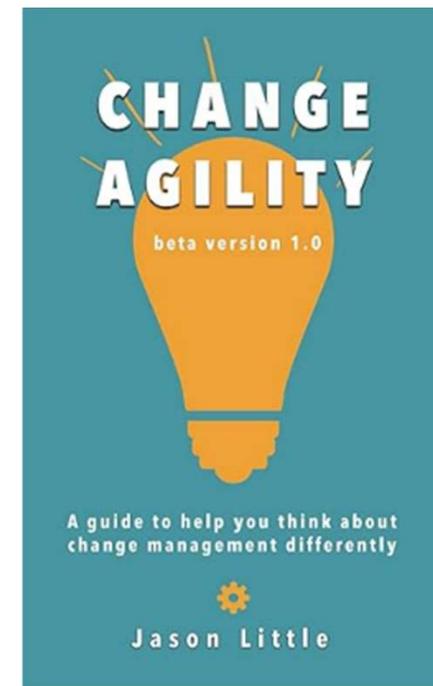
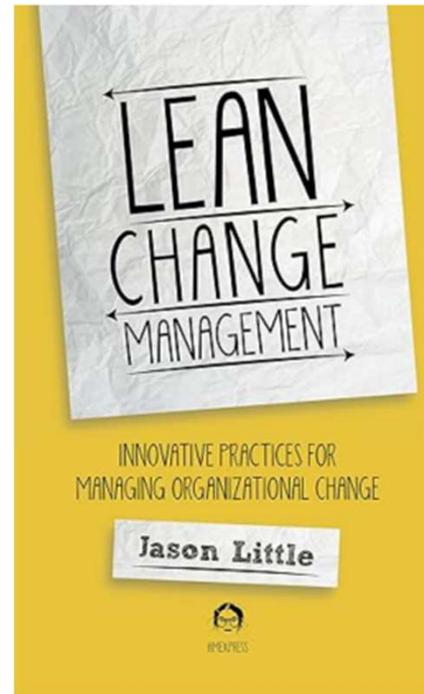
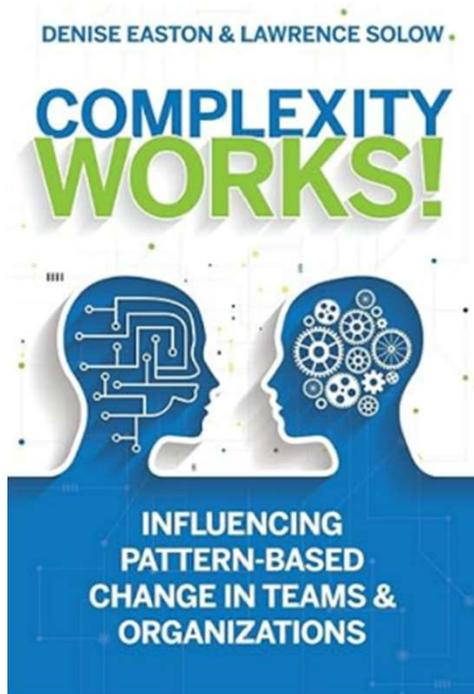
(Hint: Alignment does NOT equal agreement)



Summary



To learn more ...



<https://leanchange.org>
<https://idealeap.com>

Questions?



THANKS for your time, attention, and participation.

Contact Larry for more information at Larry@LSolowAssociates.com