

# Change Management Overview



DESTRA

Destra Consulting Group, LLC  
Greater Indianapolis, IN • Melbourne, VIC  
[www.destraconsulting.com](http://www.destraconsulting.com)

# Why Change Management?

Regardless of industry or location, change is the new constant. The typical organization today has undertaken five major firmwide changes in the past three years — and nearly 75% of organizations expect to multiply the types of major change initiatives they will undertake in the next three years.

***Yet half of change initiatives fail, and only 34% are a clear success.***

— GARTNER 2018



## Destra's Approach and Change Model

Accelerating Change and  
Transitions™ (ACT)

We have implemented a number of change programs in the last 10 years or so, but this is the one that is the most embedded. The tools have helped drive cultural change, built alignment across the organization and...delivered productivity and customer service improvements from day one."

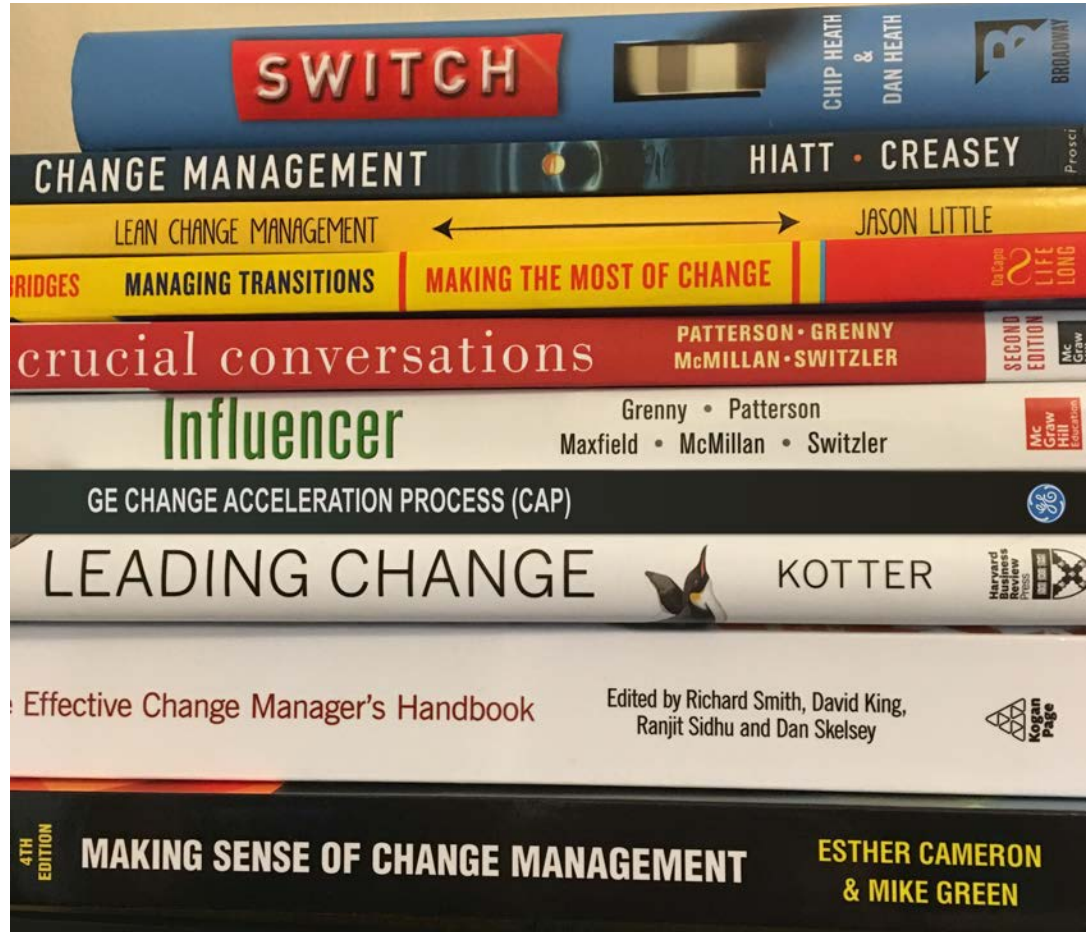
– ZIGGY SWITKOWSKI, CEO TELSTRA

# Q and A: Both Are Needed



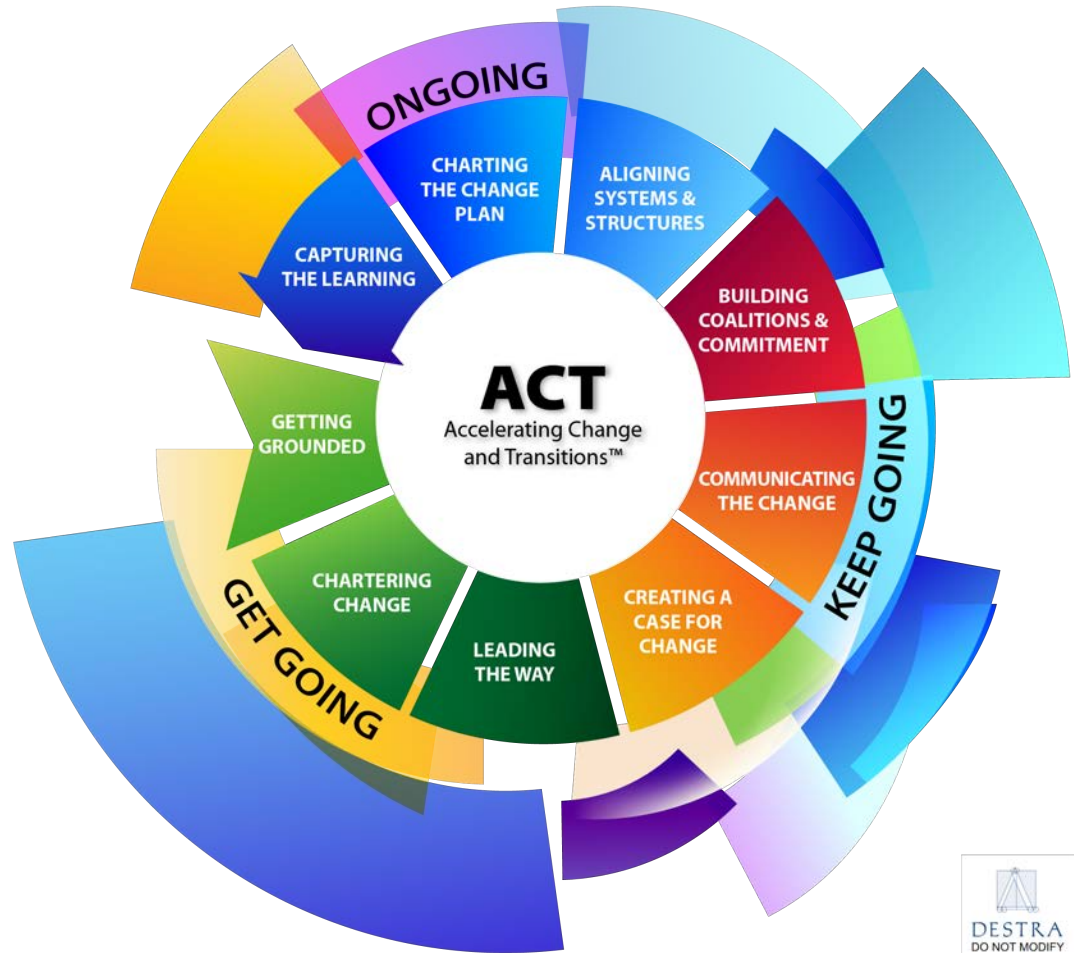
# Foundations of the Destra Change Model

- Designed to incorporate the “best of the best” concepts.
- Based on change management “Universal Principles.”
- Includes tools to translate concept into practical application.
- Provides consistency and flexibility.



# Destra Change Model: ACT

Accelerating Change and Transitions™ (ACT)



# ACT: Get Going

**Getting Grounded:** For a project, initiative, or any transformational change to be successful, the organizational culture must be taken into account as well as lessons learned from previous initiatives. We assess the cultural forces, create an action plan to leverage the helping factors, and mitigate the hindering factors to ensure momentum is sustained from start to completion.

**Chartering Change:** Key components of the Change Charter include the Project Definition and Goal Statement. The desired outcome of the change is clear, legitimate, understood, and shared. A goal must be compelling and vivid enough to create action. The clear, compelling goal defines the future state clearly enough so people understand it and know whether they want to get on board.

**Leading the Way:** Sponsors and Change Leaders engage in actively bringing the change to life. We assess the strong leadership required for change to be successful through our sponsor (and our own) change competence, drive, influence, and clear focus. The behaviors that support these four leadership skills are critical for successful change.



DESTRA

# ACT: Keep Going

**Creating a Case for Change:** The reason to change now is established as an organizational priority and is shared by engaging with multiple constituencies. This priority is supported by appropriate sources of “proof” that access both our rational and emotional levels of thinking.

**Communicating the Change:** We bring clarity to what we’re doing, why we’re doing it, and where we’re going through a consistent message about our change. The message also includes how stakeholders can help or support the change. Our communication plan addresses a variety of audiences and tailors messaging for maximum influence and impact.

**Building Coalitions and Commitment:** There is a strong commitment from key constituents to invest in the change, make it work, and demand and receive management attention. We engage with stakeholders based on their interest and design a thoughtful engagement strategy. Here we also consider what coalitions to build and what resistance is inevitable.



DESTRA



# ACT: Ongoing

**Aligning Systems and Structures:** There are seven processes or systems that enable people and change efforts to succeed — staffing, training, measuring, rewarding, organization design, communication, and information technology. These seven must be evaluated to determine which need to be modified to align with the desired future state. These are powerful levers to help initiate and sustain change.

**Charting the Change Plan:** We must create a simple project plan as a mechanism to map our action items according to our project timeline. We also must establish milestones, be able to celebrate wins along the way, and establish measures to monitor progress on both the “Q” and “A” elements of our work.

**Capturing the Learning:** Our final element is to document the learning from our change project and make sure these lessons are integrated into future projects. This ensures we build on our successes, avoid the pitfalls, and create a learning environment.



DESTRA

# Change Management Strategy



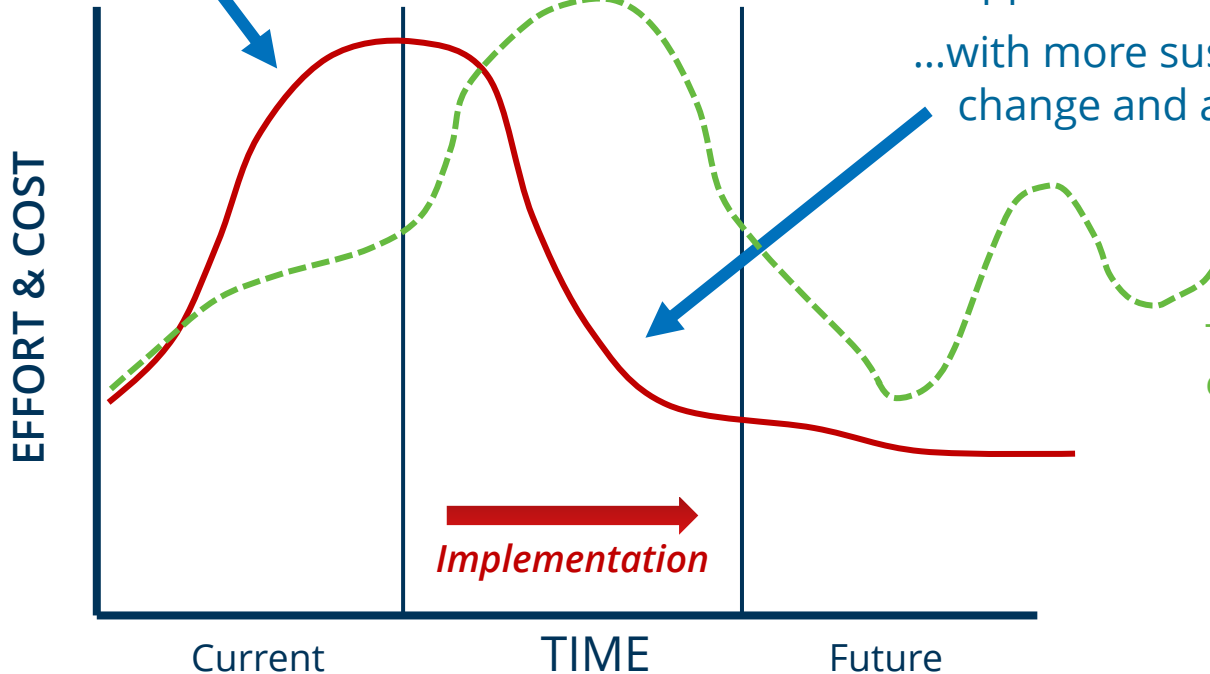
# ACT Advantage

More work initially...

Typical Change Effort

...but effort much reduced and gains realized sooner due to application of ACT, and

...with more sustainable change and adoption



There may be a 2<sup>nd</sup> effort or more...

With thanks to Fred Bunger.

# Change Management: Critical Success Factors

- Success is not guaranteed – Senior Leadership support is a must have.
- An advisory council or steering committee is invaluable to providing input on deployment and feedback on the initiative's results.
- Business results are tied to rigor on both the strategic "Q" and cultural "A" fronts:
  - Critical to the "Q" dimension is defining a clear, compelling goal of success and measuring progress to that goal
  - Critical to the "A" dimension is a "guiding coalition of the committed," and that coalition must have at its core the senior leadership team
- The investment in a cadre of internal practitioners is a leadership development opportunity and ensures internal capability.
- Organizational systems and structures must be aligned to gain initial momentum and sustain momentum over time; this is one of the key pieces of work for Senior Teams.
- Celebrate success!

# “Top Ten” Implementation Errors

1. **Poor Communication** (e.g., goals, rationale, deployment plan, etc.).
2. **Lack of understanding** of the urgency of change.
3. **Mixed messages** from top and middle management.
4. **Inadequate employee** mobilization and engagement.
5. **Having the wrong mix** of people on the team.
6. **Leaders/Sponsors/Champions** not supporting the change and team.
7. **Underestimation** of barriers.
8. **Lack of clear priorities** or priorities changed mid-stream – “initiative overload.”
9. **People not given** the time, training, or resources.
10. **Interdependencies** not acknowledged or managed well.

# Change Management Organizations

## Select Destra Clients

