Are you really LEADING change?

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Constituent Hub

Changing the way we lead change

Constituent Hub is software that facilitates leading change across your organization.

SOLVING THE CHANGE PROBLEM…

While your calendar is filled with activities surrounding organizational change, it is not always easy to have visibility into the *impact* of all these changes.

Each change is unique. What change tasks should you be performing? What change tasks should your department be performing?

Improving the implementation of change directly affects the realization of your strategy.

…WITH CONSTITUENT HUB WE FOCUSED ON THREE KEY AREAS

1. The *stakeholder*. We refer to those affected by change as constituents – people we care about. As necessary, analysis occurs down to the individual person allowing what we call customization at scale.
2. The *change leader*. The change leader uses Constituent Hub daily with step-by-step guidance to capture analysis and facilitate both the science and art of their important work.
3. *The executive.* The ability to see change from an enterprise view and from the perspective of individual constituents provides the necessary levers.

This document explains the "why" of Constituent Hub to help you decide if you share our philosophy on leading change as a competitive advantage. Take a look to determine that it makes sense to explore Constituent Hub as a vital tool to realize your strategy.

Strategy creates change. You leave the executive retreat with the nice, neat strategic plan. It takes a lot of work to get there. These new strategic objectives represent change to the organization. While creating the plan is a milestone, and communicating the strategic plan throughout the organization is a significant undertaking, your work is not done.

Suppose you want to grow sales in the Northwest Region by 12%. Constituents in the Northwest Region need to change their behavior or they'll never get there. Suppose you want to increase the ratio of inbound marketing leads without increasing head count. You'll need to install software to support this new workflow with existing staff – Change.

Your strategy naturally creates change. Successfully implementing change is critical to achieving the strategy.

Change Adoption = Strategy Realization

The opportunity cost of not adopting change and not realizing strategy is in the billions of dollars.

You've heard this often-cited statistic that 70% of change projects fail. It makes a great headline, but we don't really buy into that number. How do the studies measure success? If there really is a 70% failure rate...gee, why should you even try?

A more realistic insight comes from a survey conducted by *The Economist Intelligence Unit* and *Project Management Institute*.
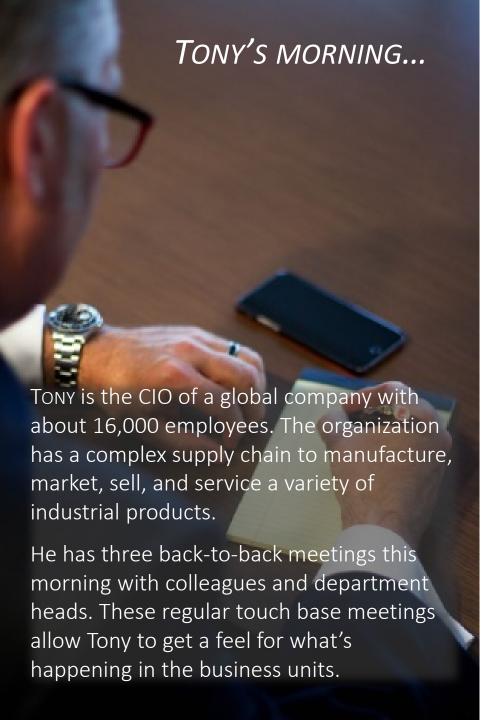
61% of surveyed global executives claim their companies struggle to bridge the gap between strategy formulation and day-to-day implementation. These respondents also said 44% of strategic initiatives didn't succeed in the last three years.

So, a 40-45% failure rate is perhaps a more realistic statistic. Still, the cost is huge.

You don't need a study to tell you there is room for improvement, or that the improvement will generate value.

What really matters is your *percentage of successful* strategic change initiatives versus those that fail.

Do you know your *success* to *total* percentage?

TONY'S MORNING...

TONY is the CIO of a global company with about 16,000 employees. The organization has a complex supply chain to manufacture, market, sell, and service a variety of industrial products.

He has three back-to-back meetings this morning with colleagues and department heads. These regular touch base meetings allow Tony to get a feel for what's happening in the business units.

TONY's first meeting is with the head of operations. The biggest issue in this meeting is the impact of all the projects going on in the company. Key operations managers are required to participate on all these project teams. They're feeling the stress and can't get their core work done.

"We're overloaded. Can you slow things down a bit?"

The second meeting of the morning is with the VP of Sales. His concern this morning is that the sales team is going to miss quota across the board this month. The reason – a major upgrade to the CRM was installed in September. September is when sales teams are busiest setting up their fourth quarter.

"Who decided to do this in September?
Why didn't I know this was happening?"

TONY's not having a great morning. It seems everyone has a problem. His third meeting is with an engineering group head. The design engineers are located in Italy and Argentina. They share CAD drawings with each other, and then with customers. A new project collaboration system requested by the engineering group was installed last month. The head of engineering relayed a disturbing story. When the new system went live, they discovered that the version control for the drawings wasn't accurate, and that they couldn't share drawings with customers outside the network at all. The head of engineering asked if the system was even tested.

"How could you let this go forward when we weren't ready?"

TONY'S AFTERNOON...

TONY spends the rest of the day following up on these meetings…

He contacts the head of the Project Management Office. Can the PMO tell him how many projects a specific person is involved with? He was told…

> *"No, we can't track that. It's a manual process and would take days to deliver."*

He checked in with the project manager for the CRM upgrade. He asked to see the communication plan. He was told…

> *"Well, we had a kick-off meeting and then we had training. It was just an upgrade. We didn't really create an official plan."*

TONY asked the person in charge of the CAD project implementation what she did to make sure the engineering people were ready to go live. He was told…

> *"Key users participated in testing. We had a go/no go meeting and everyone said we were ready but we don't have a way to make sure each user knows what to do. Isn't that their responsibility?"*

It's easy to relate to the frustration of TONY, the CIO.

You feel you're behind and on the defensive. You don't *know* what you don't know. You're waiting for the other shoe to drop. You're in reactionary mode which is counter to successful change leadership. In the eyes of those experiencing the change, the company doesn't know what it's doing.

You don't have a direct link between changes you are instituting and strategy realization. The completion of change and the impact on strategy are not obvious. This puts unnecessary strain on the organization, the people leading change, and the people whose jobs are changed.

You may feel a lack of confidence in your organization's *change leadership* capability.

You should be able to solve this problem, but where do you start to find a holistic solution?

Using a spreadsheet just isn't cutting it! You feel frustration. You may even want to give up. You're not alone. Many have even institutionalized not doing the right things relating to change leadership. In other words, *no one gets in any trouble if they don't perform change related tasks.*

Some things to think about when looking at your current change leadership capability:

	Tony's Answers	Your Answers
Do you see for a given resource (individual or department) how many changes they are currently experiencing?	Yes / **No**	Yes / No
Do you see real-time statistics for all change initiatives?	Yes / **No**	Yes / No
Do you rank the complexity of a change initiative in relationship to the people issues?	Yes / **No**	Yes / No
Do you measure the effectiveness of communication?	Yes / **No**	Yes / No
Do you measure change readiness, defined as stakeholders being able to perform their jobs in the changed environment and use this data as a final go/no go decision point?	Yes / **No**	Yes / No

Do you want to change the way you lead change?

What if you considered for the first time the possibility of a different reality? A reality where you:

- Feel a sense of control
- *Lead* change rather than merely *react* to change
- Reclaim control over realization of strategy
- Institutionalize great change leadership throughout your organization

Here is what we've come to believe:

- HOW YOU LEAD CHANGE DICTATES PEOPLE'S EXPECTATION OF SUCCESS.
- LEADING CHANGE IS HARD.
- YOU MUST CONSCIOUSLY AND PURPOSEFULLY DO IT WELL.
- MAKING CHANGE LEADERSHIP A PRIMARY COMPETENCY IS NECESSARY TO REALIZE STRATEGY.

These beliefs anchor a path to great change leadership and strategy realization.

It's not enough to just *believe*.
It's not enough to *know*.
You've got to *act*.

"

It is no longer acceptable to lead change poorly.

Which brings us to **Constituent Hub**.

At Constituent Hub, we believe we're changing the way we lead change.

Are you ready to change the way you lead change?

Take the next step!

The next step...

To continue your exploration if Constituent Hub will bring huge value to your organization, take a short survey about how you lead change now in preparation for a discussion with one of Change Leadership Advisors.

Take Survey