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DECEMBER 8, 2022

# Building Your Change Management Toolkit

Twin Cities Business Architecture Forum

# Session Agenda

10:40-11:35

Crossings One

- Re-grounding
- “Why” tool - Change Canvas
- “How” tool - Change ROI Calculator
- “What” tool - People-Dependent KPIs
- Case Study
- Debrief / Q&A

# Welcome Back



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# Our world is experiencing a paradigm shift

"Today is the slowest rate of change we will ever experience." – Jonathan MacDonald, "Powered by Change"



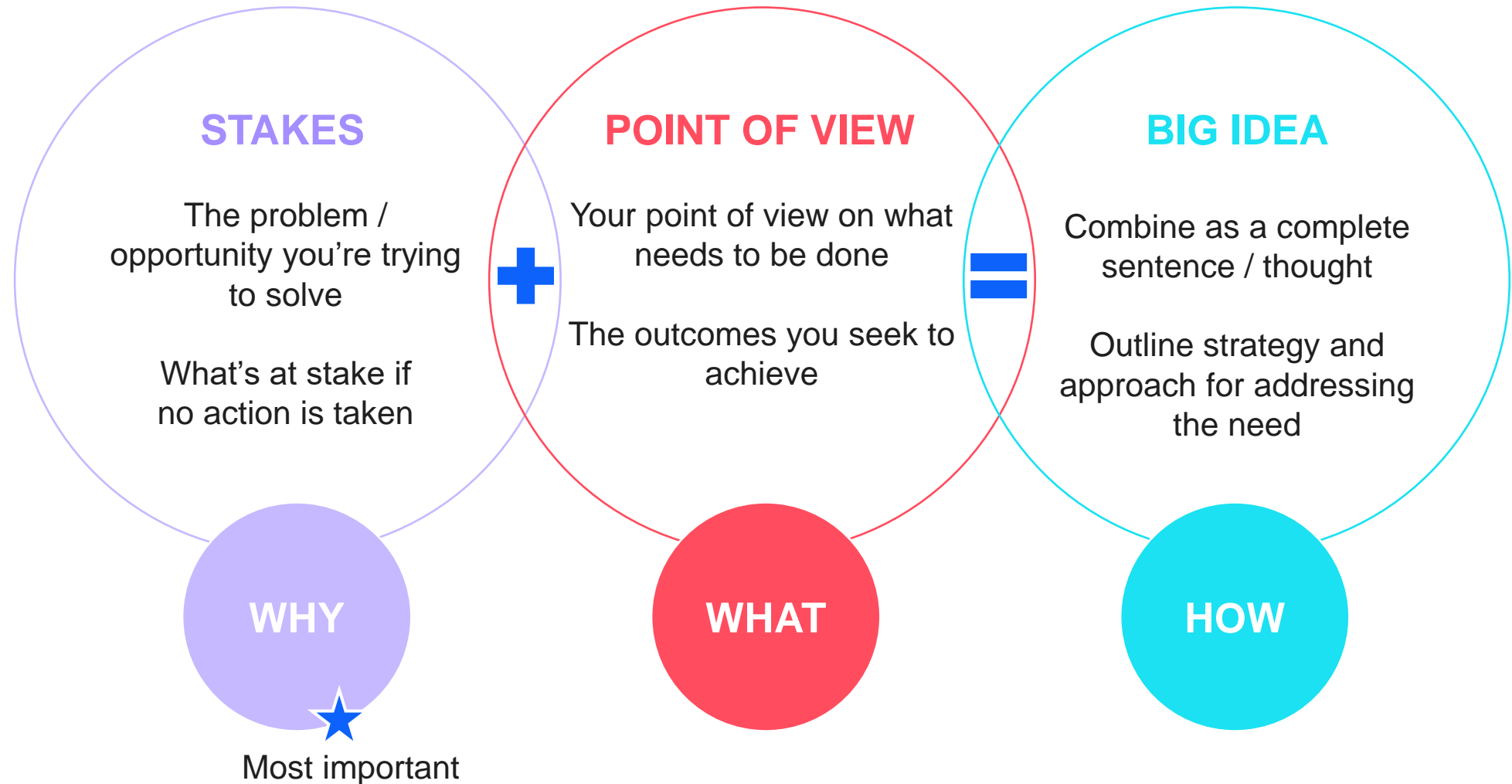
Building a  
**STABLE**  
organization

TO



**ADAPTING**  
**+ SPEED**  
to market

# Successful change is grounded in conveying three things



# WHY

# Tool: Change Canvas

**Definition:** A document that provides a single page representation of the change at a high level that allows teams to stay grounded in the long-term goals of the project.

**Value:** Identifies the vision, value, success metrics, benefits/risks, and enablers/blockers to begin planning for the changes; ensures alignment and create transparency across project leaders; becomes a source of accountability.



## General Inputs / Checkpoints

- Business needs aligned at the leadership level
- Key stakeholders for workshops
- Access to relevant project documentation to inform workshop inputs
- Materials to conduct sessions and workshops
- Shared vision statement



## Facilitator Inputs

- Insights to build out change canvas (can be valuable to arrive with a draft)
- Change canvas workshop(s) execution
- Workshop materials
- Synthesized output of the workshop(s)
- Socialized shared vision statement









## Best Practices / Ways to Apply

- Complete change canvas at the onset of the project to ensure alignment around the vision, goals, etc.
- Distribute change canvas to project leaders to empower them to help manage change within their function and/or team
- Use the change canvas to inform communications and stakeholder engagement activities to move team members along the change curve

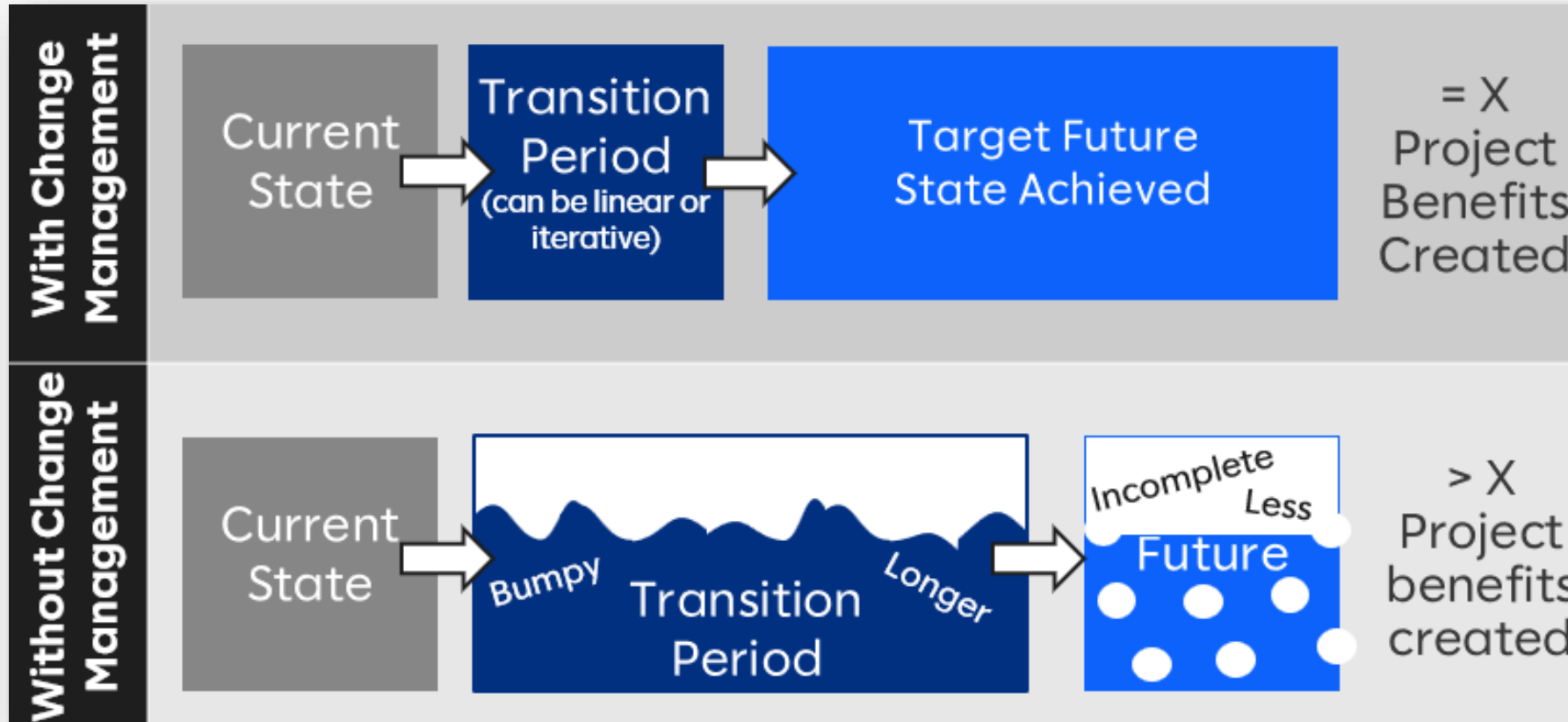
## APPROACH

1. Review key artifacts like the strategic plan to gain insights into existing outputs.
2. Facilitate a strategic change canvas session.
3. Summarize notes by stakeholder audience.
4. Review the template with effort lead / sponsor.
5. Share the canvas; seek and incorporate feedback before finalizing.

# Complete Your Own Change Canvas

 <b>Identify Vision</b> What is the vision statement?	 <b>Identify Importance</b> What are the goals for the future state?
 <b>Success Metrics</b> What are the success metrics and success criteria?	 <b>Benefits/Risks</b> What are the benefits and risks of the change?
 <b>Who is Impacted?</b>	 <b>What is Affected?</b>
<b>How will we support our people?</b>	

# What happens with / out change?



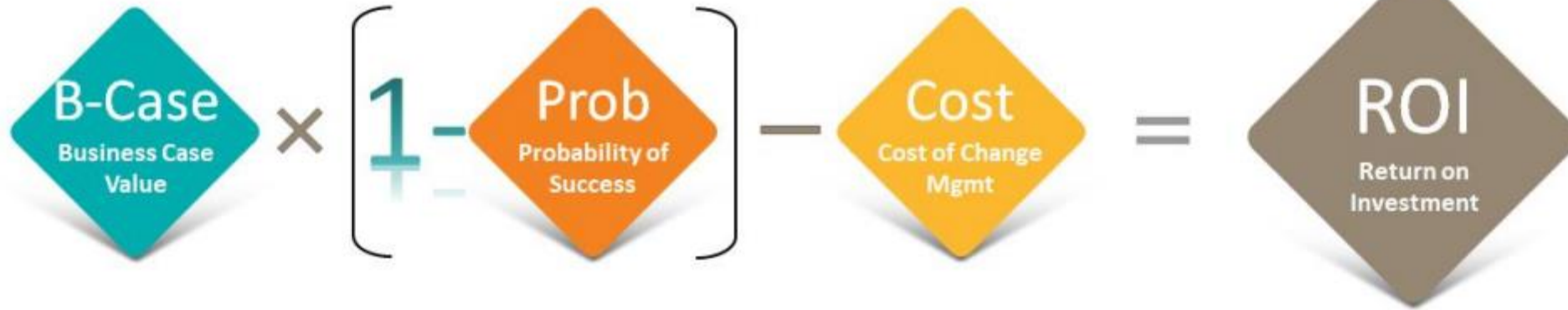
Disruption can take many forms:

- Cycle/task time
- Productivity
- Quality
- Innovation
- Morale
- Retention
- Customer service



HOW

# Tool: Calculating change ROI



## Business Case Value

- Total expected people-dependent value

## Probability of Success without CM

- What % of individuals would successfully adopt the change just based on an email?

## Cost of CM

- Inclusive estimated cost of delivering CM

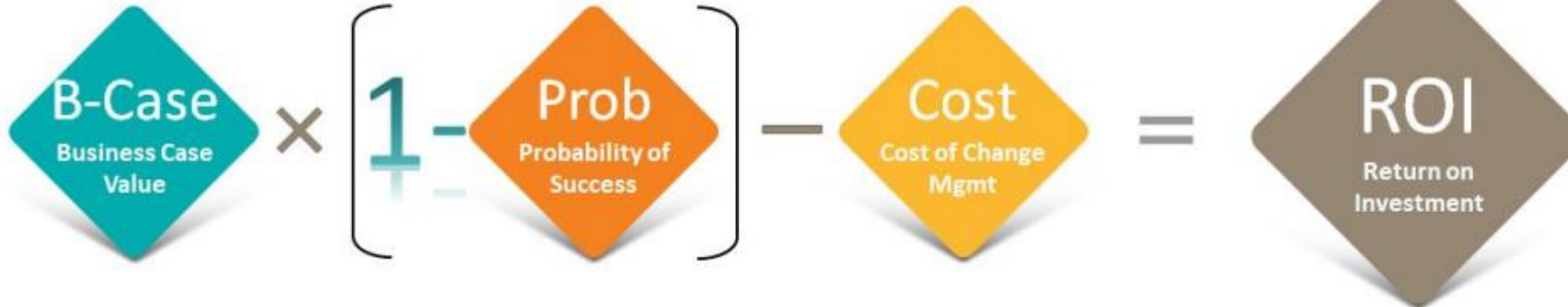
## Change ROI

- The ROI you would expect based on these assumptions

Source: *The Change Decision*

HOW

# Tool: Example change ROI Calculation



## Business Case Value

Implementing a CRM platform:

- ↓ licensing: \$1.5M
- ↑ outreach: \$1.1M
- ↑ sales closing: \$3.3M

• **Total: \$4.4M**

• *Note: licensing value not included as not dependent on change adoption.*

## Probability of Success without CM

Estimated 25% of users able to adopt CRM proficiently based on just an email

## Cost of CM

- Change Manager: \$151K
- CRM Change SME: \$9K
- L&D Specialist: \$140K
- Materials: \$5K
- **Total: \$305K**

## Change ROI

\$4.4M  
\*(1-25%)  
- \$305K  
= **\$2,995,000**

Example; project values and expenses are unique and vary widely

Source: *The Change Decision*



WHAT

# Tool: People-Dependent KPIs (Examples)

Measure Category	Possible Operational Definitions
Speed of Change	-How quickly users adopt a change once implemented
Proficiency	-Accuracy with new process -Performance during training/competency checks -Percent of task completion -Number of errors/defects -Number of support requests
Productivity	-Units/time -Units/person -Task cycle time
Engagement	-Reported acceptance of solution -Retention/turnover -Employee net promoter score
Utilization	-% of intended user population using solution -% of intended user population exhibiting desired behavior

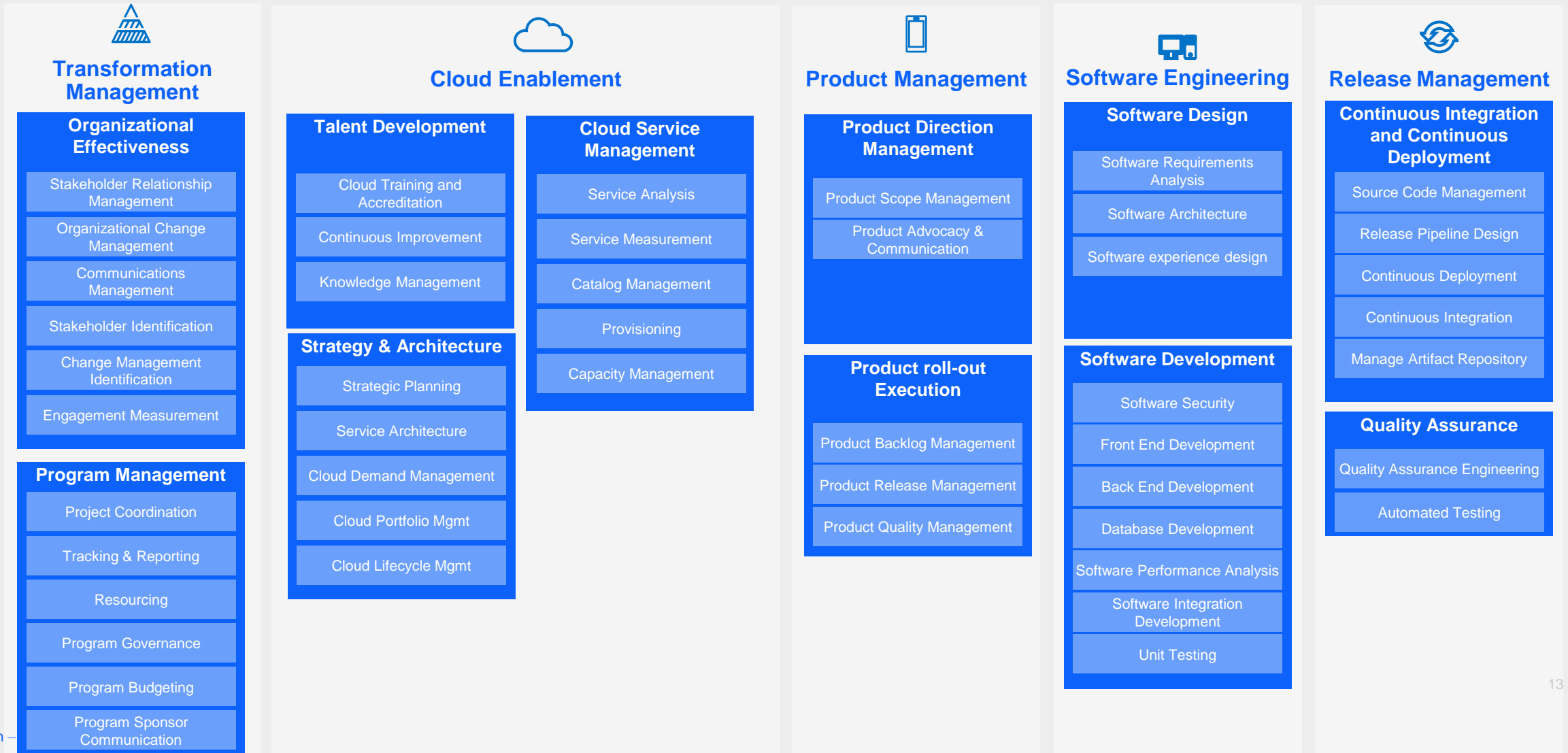
# Case Studies

# Digital & Cloud Transformation





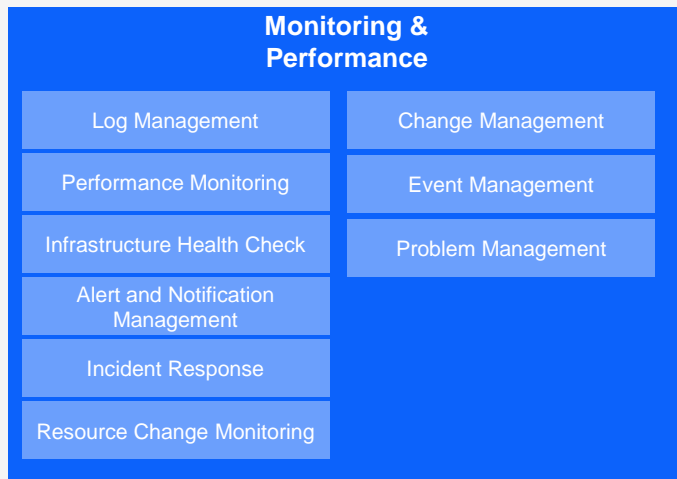
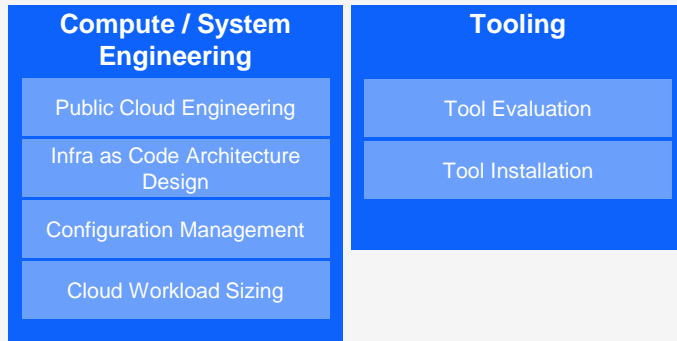
# Cloud Transformation Process Changes to acquire, deliver and support cloud services (1 of 2).



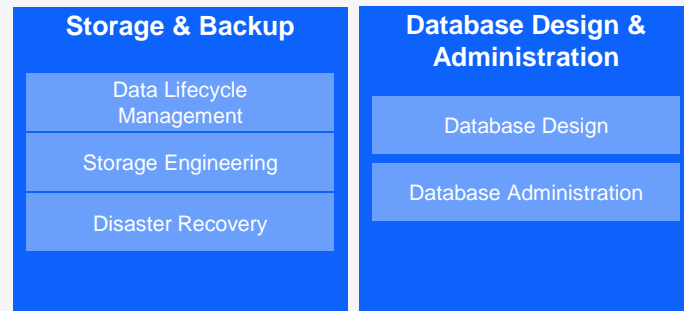
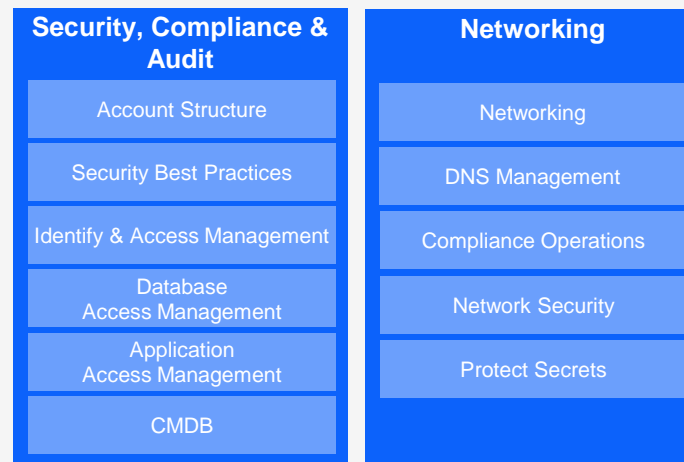
# Cloud Transformation Process Changes to acquire, deliver and support cloud services (2 of 2).



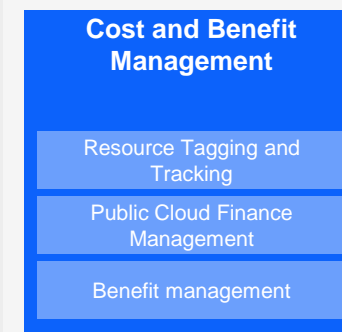
## Operations



## Infrastructure Services



## Financial Governance



# Empowering frontline sales and inspiring digital transformation

Beachbody relies on a network of 400,000 independent coaches to tailor the Beachbody experience and sell its health and fitness products. Slalom delivered a mobile “office” that speeds access to the tools and reports coaches need to succeed. The project delighted coaches and blazed a trail to Beachbody’s digital future.

## CLIENT

Beachbody is a leading provider of fitness, nutrition, and weight-loss programs. The company serves over 23 million customers through a network of independent coach distributors. In 2015, Beachbody reached \$1B in sales.

## SOLUTIONS

Technology enablement  
Mobile application development  
Modern data architecture  
Organizational effectiveness  
User experience design

## INDUSTRY

Health and fitness

## ALLIANCES

Amazon Web Services

# 96%

faster data pipeline

# 76%

adoption within 30 days

# 5x

daily active users

# Beachbody: A closer look

## Why

Beachbody coaches need an online solution to track their customers, sales, performance of coaches they've recruited, and progress toward incentivized goals. For over a decade, Beachbody paid a lot of money for a third-party platform that increasingly fell behind in terms of features and usability.

In addition, the multiple data sources that feed into the platform were "fraught with peril." During weekly "bonus runs," when coaches check to see if they've met their targets, major slowdowns or delays were common. When that happened, coaches flocked to Facebook to complain. It was a serious threat to the Beachbody brand.

## What

After proving ourselves with a critical engineering project, Slalom won the project of re-imagining the Coach Online Office (COO). Following an intensive discovery process, we ended up focusing on the mobile experience and building a wholly-owned solution for Beachbody on AWS.

We completely rewrote the underlying architecture that takes in the data feeds. This started by partnering with the owners of the various data sources to show them how to reduce errors and formatting conflicts and ended by writing a new high-performance ingest engine.

The new data pipeline processes Beachbody's coach data in milliseconds. The overall average process time is 96% faster. And the front-end is built in WordPress, so changes can be made quickly and easily.

## Wow

The new mobile COO was greeted by unqualified enthusiasm from coaches, with comments ranging from "This is fantastic!" to "My life is complete!" Within 30 days, 76% of active coaches had adopted the mobile platform, and daily usage had leveled out around five times higher than on the old platform—a huge increase in engagement.

The project also became a guiding example for Beachbody's digital future. Slalom's delivery team indoctrinated the company in Scrum, Github, cloud architecture, and more. "There was a real game-changer morale," says Vasily Lewis, Slalom principal consultant of delivery leadership in Seattle. "We partnered with them, we earned their trust, and we leveled them up."

[Watch video](#)



# Healthcare Provider Cloud Transformation

Slalom & GCP | Google Cloud, GKE, GCR, Docker, HELM, Cloud Endpoints, Terraform | Microservices, Containerization, API Management, Secrets Management, Container Orchestration, Security

## Why

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Client is a large Healthcare Provider network within the US. Client’s national network connects to all accredited HISPs, with more than 250,000 health care organizations and >1 million direct users. From past 20+ years, client ran its technology operations by owning physical data centers, where it ran its application portfolio and managed all operations on the server.

Client undertook a Cloud Transformation engagement to migrate (i.e., **Re-architect and Modernize**) its application portfolio to Google Cloud platform to **reduce IT spend, increase the agility and innovation of its product teams, and increase speed and frequency for new product releases**. This initiative is in support of client’s strategy of becoming a cloud native organization, as they look to migrate off their data centers and move their infrastructure and applications to the cloud.

## What

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Client partnered with Slalom to assess and discover the current state of its On-premise application and infrastructure portfolio and create / build the future state in Google Cloud Platform.

Slalom performed the following during this engagement

- Assessed Current State & Designed Future State
  - Application Rationalization
  - Application Modernization (i.e., Docker, Java 9, Spring Boot, Mongo DB, Cloud SQL, Microservices)
  - Infrastructure Modernization ( i.e., GKE, Docker, Security Center , VPC, IaC etc.)
  - DevOps, Alerting & Monitoring ( i.e. , Gitlab, GCP Operations Suite)
- Created Roadmap & Prioritized Backlog
- Built Foundational GCP Landing Zone, Application Migration into Google Cloud using Automation (i.e., Terraform & Gitlab)
- Enabled & Trained Engineering team to use Google Cloud Platform

## Wow

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Slalom partnered with this client to not only “Lift & Shift” the application portfolio to Google Cloud Platform as part of this Cloud Transformation, but closely worked with executive leadership to build a modernization strategy for its Application and Infrastructure portfolio using Re-architecture mechanism.

One of Slalom’s core values is to “**Do What’s Right, Always**” for our clients, which in this case was to make sure that the client achieved its vision of the full transformation:

- **People**
- **Process**
- **Technology**

Not only did Slalom create the Modernization Strategy but also built the foundational Landing Zone using IaC, Application Migration using Containerization, Automate application build & release using DevOps process.

# Application

10 min:

Reflect individually on how you could apply one or more of these three approaches to your own work:

- a) The *Why*, Change Canvas
- b) The *How*, Value Proposition, Change ROI
- c) The *What*, People-dependent KPIs

5 min:

Connect with a partner to discuss reflections

# Thank you!

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