

TWIN CITIES BUSINESS ARCHITECTURE FORUM
DECEMBER 2022



Navigating change in an agile world

Change Management Foundations

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Session Agenda

9:30 – 10:15 a.m.

Crossings One

- Introductions
- Ice breaker activity
- Change in a changing world
- Guiding principles for navigating change
- Q&A

Introductions



slalom

Alyssa Lehmann (she/her)

Senior Principal,
Slalom Minneapolis
Organizational
Effectiveness



slalom

Sunny Ray

Principal,
Slalom Minneapolis
Organizational
Effectiveness



LotisBlue

Heidi Dohrmann

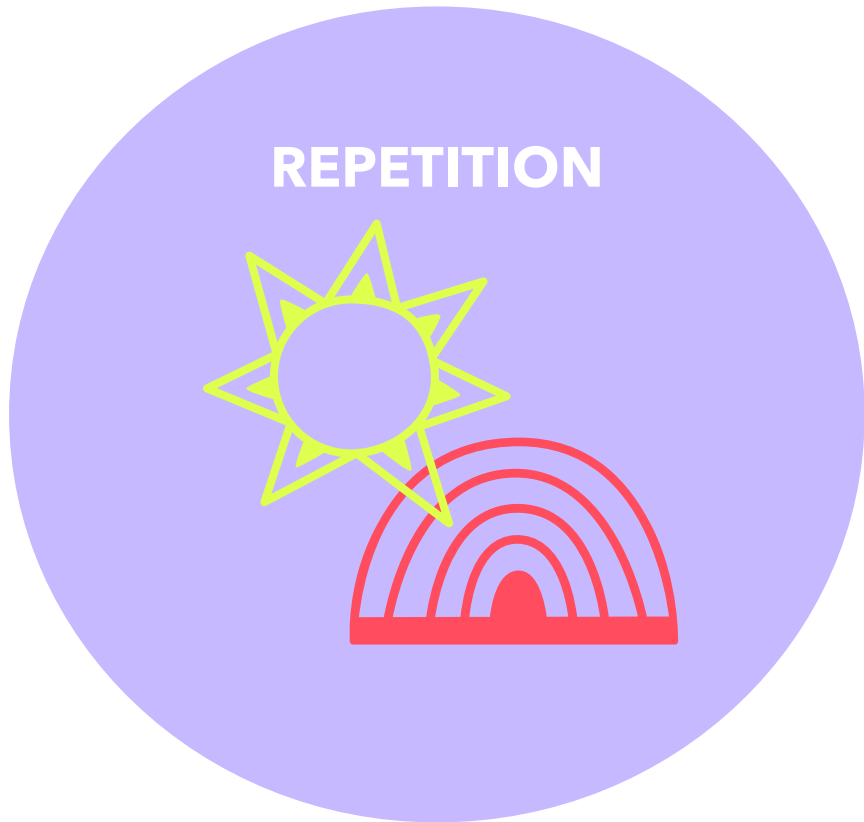
Partner, LotisBlue
Consulting and
Advisor, Minnesota
Change Management
Network (MnCMN)

00:05

Ice Breaker

"Change something"

How humans respond to change



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

Common drivers of change & organizational responses



Digital Disruption

- Operating with agility
- Enabling cloud solutions
- Empowering data-driven decision making



Start Ups Interrupting Value Chains

- Operating with agility
- Enhancing innovation capabilities



Customer Experience & Consumerism

- Operating with agility
- Building customer-focused capabilities
- Mapping the customer experience
- Pursuing enhancement opportunities



Employee Experience

- Operating with agility
- Mapping the employee experience, connected to the customer experience
- Pursuing enhancement opportunities

Organizational change has been around since the 1940s

3 Stages of Change

(Lewin, 1947)



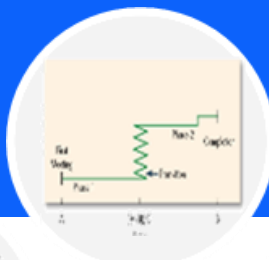
Open System Causal Change Model

(Litwin & Burke, 1968)



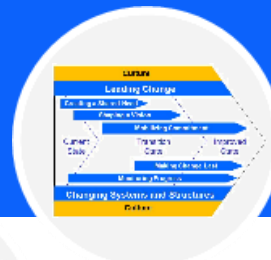
Punctuated Equilibrium Model

(Gerick, 1988)



CAP Model

(GE, 1992)



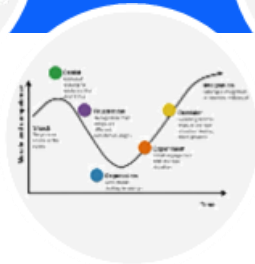
ADKAR Model

(Prosci, 1998)



Diffusion of Innovations

(Rogers, 1962)



Grief Change Curve

(Kubler-Ross, 1969)



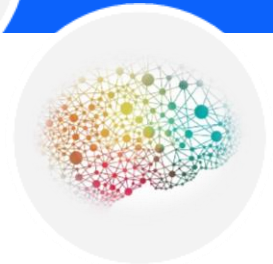
McKinsey 7s Framework

(Peters & Waterman, 1982)



8 Step Change Process

(Kotter, 1995)

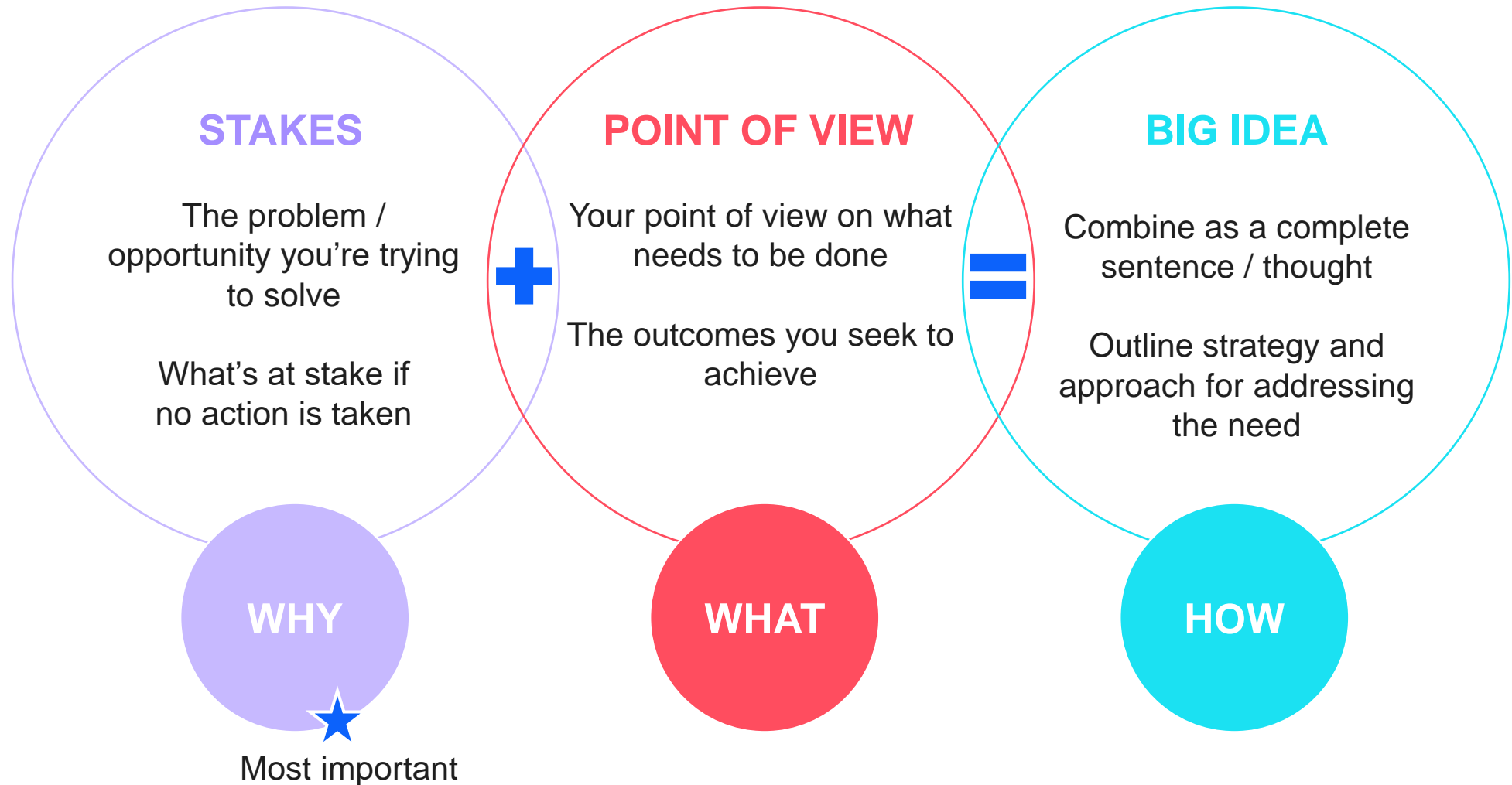


Neuroscience

(Rock, 2009)



Successful change is grounded in conveying three things



Traditional vs. agile change

The way of approaching change is being disrupted - old ways of working no longer meet the needs of businesses today.

Traditional Change vs. Change Agility

Memo

Urgency

Plan Driven

Standards

Process-First

Tools and templates

Big Bang Change

Owned by 'Change team'

To: All New Hire Associates
From: Carey Parent
CC: File
Date: 11/13/2015
Re: E-mail Protocol

The following is the company's email policy and the protocol for use of company systems.

1. Please remember that the email address you have been assigned and the company computer you use (laptop and desktop) to access email and the internet are in fact company assets and as such are to be used for legitimate, company related, business activities.
2. Please also remember that the company's email system is not to be used for non-business related purposes.
3. Time expended on the Internet should be limited to business related purposes only. This includes time spent on web sites visited, time spent downloading files, and time spent on social media sites when connecting through the company's server or company system.

The purpose of these guidelines is to insure that the information systems we have invested in are used and not abused and that we are productive in our efforts to serve the company and serve our clients.

If you have any questions, please contact your manager or the IT department.

Purpose

Feedback-Driven

Context

People-First

Face-to-face conversations

Experiments

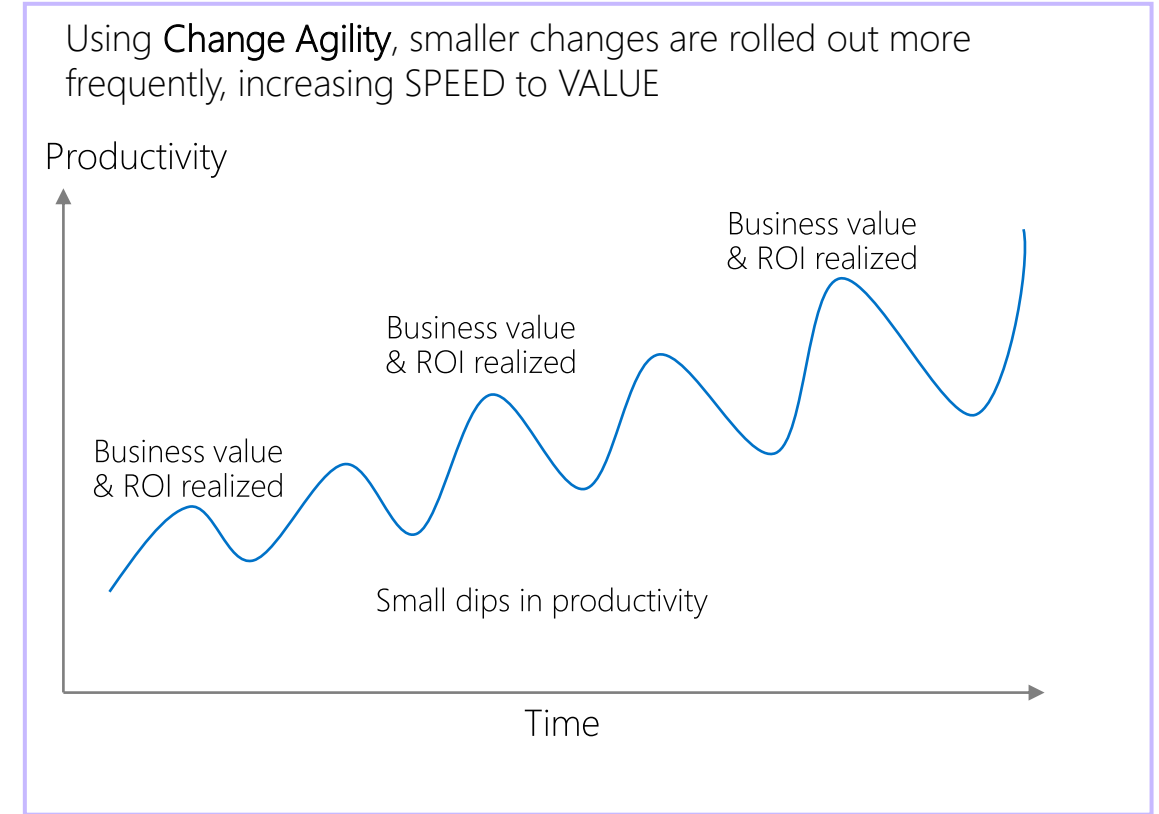
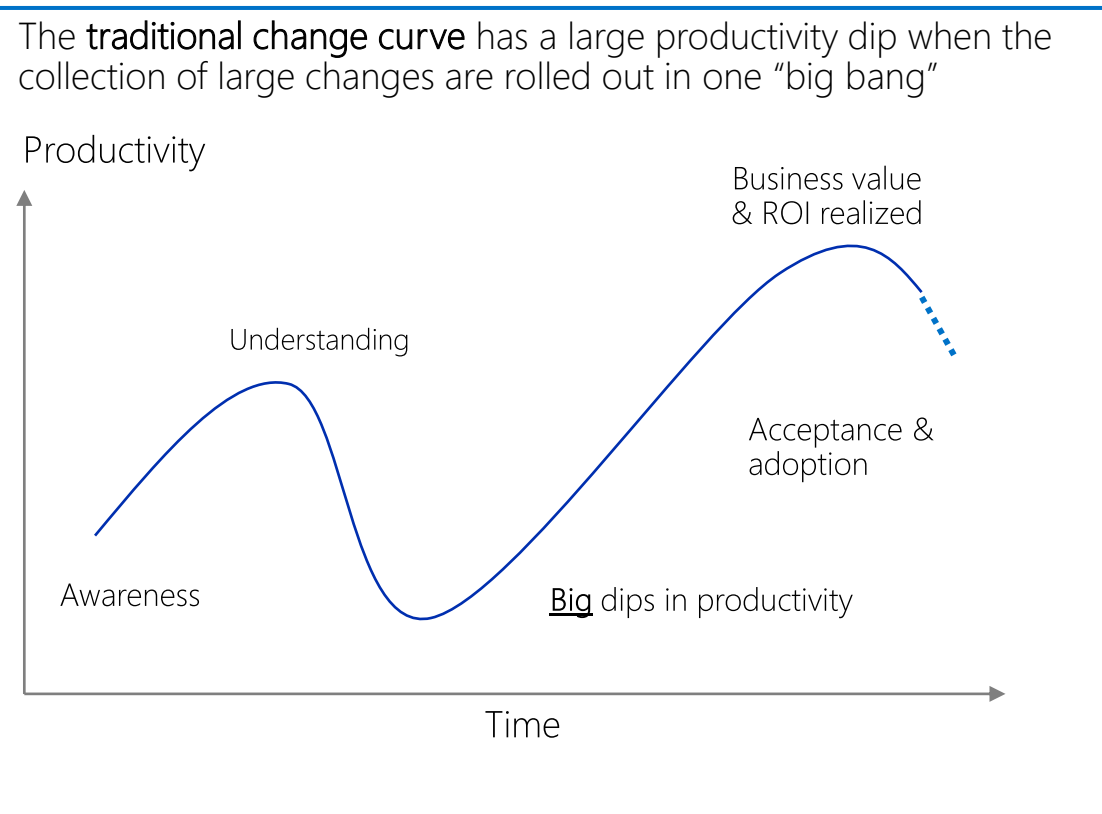
Co-Created & Co-Owned

Feedback



How an agile approach accelerates value realization

One of the leading desired outcomes for businesses today is accelerating value realization



Guiding principles for applying agility to your change approach



**Be customer
centric**

Understand the voice of those impacted by the change and deliver what they value



**Build trust
through
transparency
together**

Be inclusive and transparent when driving alignment and buy-in



**Enable just-
in-time
readiness**

Provide just enough support at the right time



**Pull rather
than push**

Co-create and use feedback loops to generate pull



**Value
growth over
perfection**

Reflect and evolve through frequent iteration and release cycles



**Diverge and
innovate**

Deliver value through creativity and innovation whilst being mindful of culture

Q&A



Thank you!

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