

Notes from the Book:

Who killed Change?

Solving the mystery of leading people through change

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Preface: Thirteen functions are jointly important for success of change effort and they are main reason for the failure of change efforts/ project undertaken by the organization. In the book there are fifteen actor's drama, in which investigation is being carried out by an expert/ investigator/agent "who killed Change" in the company? In the drama Change is assumed as a person and Suspicion is on thirteen functional in-charge, who are jointly or severally responsible for his murder

Everyday organizations around the world launch change initiatives-often big, expensive ones-designed to improve the status quo. Yet 60 to 70% of these change efforts fail. A few perish suddenly, but many die painful, protracted death , that drain the organization's resources, energy and morale. So who or what is killing change? The list of the causes of death may be following

1. **Culture**-defines the predominant attitudes, beliefs and behavior patterns that characterize the organization
2. **Commitment:** builds a person's motivation and confidence to engage in new behaviours required by change.
3. **Sponsorship:** a senior leader who has the formal authority to deploy resources (e.g. time, money and people) toward the initiation, implementation and sustainability of change; ultimately responsible for the success of the change
4. **Change leadership Team:** actively leads the change into the organization by speaking with one voice and resolving concerns of those being asked to change
5. **Communication:** creates opportunities for dialogue with change leaders and those being asked to change
6. **Urgency:** explains why the change is needed and how quickly people must change the way they work
7. **Vision:** paints a clear and compelling picture of future after change has been integrated successfully
8. **Plan:** Clarifies the priority of change relative to other initiatives and responsibilities; works with those being asked to change to develop a detailed and realistic implementation plan, then to define and build the infrastructure needed to support the change
9. **Budget:** analyze proposed changes from a financial perspective to determine how best to allocate limited resources and ensure healthy return on investment

- 10. **Trainer:** provides learning experiences to ensure those being asked to change have the skills needed to follow through with the change and succeed in future organization
- 11. **Incentive:** recognize and/ reward people to reinforce desired behaviors and results that enable change
- 12. **Performance management:** set goals and expectations regarding behaviors and results that enable change , tracks progress towards the goals and expectations, provides feedback and training and formally documents actual results versus desired results
- 13. **Accountability:** follows through with people to ensure their behaviors and results are in line with agreed upon goals and expectations and that leaders are walking the talk, and institutes consequences when behaviors or results are inconsistent with those that enable change

Suspect # 1: Culture

Question of investigator and answer by Culture

Q- Where were you yesterday? A- I was here. I am here most all the times.

Q-Did you visit any departments? A- I make my rounds . I am in every department most every day.

Q- How would you describe your relationship with Change? A- Discreet, Change's role is designed to be high profile. Culture's role has always been to define the beliefs that guide how we operate in organization, like a compass that points in a direction. Change wants to use organizational values to leverage to accomplish desired result. Acronym VALUE stands for:

'V' is for very efficient. To reach our business goals , we must operate in a manner that is very efficient. We have to allocate resources and control our costs

'A' is for customer focus. We have many customers and we have to provide each of them with highest level of service

'L' is for lots of Team work. We can achieve more by working as a team, which believes 'no one of us is as smart as all of us

'U' is for understanding. At the core of understanding is listening. Each individual will bring a point of view to a situation or opportunity. By listening and understanding all points of view , we will make better **decision**

'E' is for excellence. The products is stakeholder's livelihood. Anything less than excellent is unacceptable

Q- Values you speak is loud and clear but there is disconnect between those values and what is actually going on? A- My job is to lay ground work and point to a direction. I do not control whether individuals or teams live by our values

Suspect #2: Commitment

Question of investigator and answer by Culture

Q- Tell me a little about yourself?

A- I wear several hats, to crate buy-in for changes we employ.

Q- How you work with leadership in regard to Change?

A- The employees have fairly predictable concerns when we introduce a new change. If we do not address to those concerns, the success of change drops dramatically. When change is first introduced, everybody seems to need more information. They want to hear why they need change. I work with earnest urgency on that. They also have personal concerns –who would not wonder if they will win or loose when someone announces a change? Whether leadership likes it or not , employees do not buy in to a change until they understand how it may affect them. We must be able to create a picture of change and help people see what it will look like. After change has been there a while, the employees wonder whether or not Change can really be integrated. Eventually , employees have concerns about whether everyone will be able to truly work together.

Q- Despite all your passion, I could not help thinking that your colleagues might not be totally on board with the lessons you have learned?

Ans- We are a bit dysfunctional here. Academically, they understand that people are much more likely to buy in to a Change when they are involved in the planning and have an opportunity to influence decisions. The leaders and managers are just not committed to consistently applying the knowledge. And they fool themselves into thinking our employees do not see what is going on.

Reflections on Culture and Commitment: Investigator thought “When there is disconnect between stated values and the way an organization actually operates, the **values** posted on the wall are disregarded. Employees become skeptical (a person inclined to question or doubt accepted opinions), even cynical (concerned only with one’s own interests and disregarding accepted standards to achieve them) , about leaders who say one thing and do another. The real culture and values always speak louder than the stated ones. Change leaders would have been better off spending his time trying to understand and align himself with the real culture and values of the organization than seeking advice from organization culture unit. Despite his passion, **commitment** was not able to convince the leaders of the organization to act on his knowledge”. As a result, the people left out of influencing Change reminded the leaders that they could derail or kill him.

Investigator had question in his mind

- Did **Change** understand **Culture** well enough to align with her or try to change her?
- Did the senior leaders understand that while it is true that decisions can be made faster when fewer people are involved, such decisions do not usually translate into faster , better

or more sustainable integration of **Change** because there is no **commitment** without involvement?

- Did those leaders who know a lot about Culture and Commitment do everything they could do to help Change become real part of the organization?

Suspect # 3: Sponsorship:

Investigator question to sponsorship and replies:

Q-What do you do here in the organization? A- One of the main jobs I have is to be executive sponsor of Change's major effort here and ensure we have a Change Leadership Team that works well together. What I mean is that for Change to have a major success at my organization, there must be one person –someone in an influential position-who takes what I call ownership of Change. To that end , our organization is structured so that I am the one to whom most departments eventually report. Granted, I have directors and managers who take care of the day to day operations. If I endorse, shall we say , a project , staff members , know that it is going to happen-one way or another.

Investigator noted sponsorship's discourse,he used I six times in six sentences

Q- what about your professional relationship with Change? A- Certainly at these meetings I would put Change front and center. I would leave no doubt in anyone's mind that I was behind Change one hundred percent

Q- Then you would let your directors and managers take it from there? A- well,Yeah. To deal with Change is one of the things I pay them for

Investigator said - Look you cannot expect Change to be successful based on putting him front and center in few meetings! You are overestimating the power of your words. As sponsorship, you must do more than introduce Change. You must be visible and supportive way beyond the introductory meetings. Your actions are much more powerful than your words. You must remain connected to Change throughout the change process

Sponsorship said: I never thought that much about what I had to do to help Change succeed, I thought that because of my position in the organization, I could get people to buy in to Change by just making an announcement

Suspect #4: Change Leadership Team:

Investigator knew from previous cases that a change leadership team was a key ingredient to integrating Change into organization. A wise leader forming a change leadership team would also include informal leaders from all levels of the organization, people with technical or people skills in the area in which change was going to be introduced. For change to succeed , lots of voices needed

to make a case for change. He knew from an organization where Change was successful, that introduced Change, carried him out into the organization through a leadership team composed of members who had successfully led changes in the past. These people had time needed to lead change, were highly skilled, communicated well and were diverse enough to avoid group think and introduce and integrate Change throughout the organization. In short, they had the talent to carry Change

At this company Mr change leadership team, called 'Pecs' had biceps (a large muscle in the upper arm which turns the hand to face palm uppermost and flexes the arm and forearm) three times the size of a normal man's and short neck, but below the waist he had pencil legs or poodle legs. Investigator question to the Mr Pecs and Answer

Q- How well did you know change ?

Ans- fairly well, Change had been here only five to six months and needed to be elevated in the organization. He needed to be seen in the department as important. So that was my job, to hold Change up

Q- Who carried him out into the organization? It is one thing to hold change up all day and it is another to carry him out into the organization, who interact with people, who may be affected by them

Ans- I have been out of balance in holding up and carrying him, due to weak lower body. Sponsorship talks about putting a team together every time a new Change comes, but somehow the responsibility always seems to come back to me

Suspect #5: Communication

Q- Can you describe your working relationship with change

Ans- I have chronic laryngitis and have some times to communicate through writing pad. Change and I worked together on a few projects. He asked for my help in getting the word out to people who needed to be involved.

Q- Were you able to help him?

Ans- I helped him in draft some memos and put some storyboards together. And he invited me to most of his meetings to tell people about his plans

Q- How you can competently fulfill your role when you can not talk some of the time?

Ans – I have a staff person that helps me viz. Committee. Committee will call a group of people together, he keeps things moving

Q- If he was effective, moving is not synonymous with effectiveness?

No reply, communication failure

Investigator had worked with Committees before , most met regularly but lacked concrete plans and accountability. Follow-up and consequences were notably absent

Reflections of the investigator on Sponsorship, Change Leadership team and Communication

Investigator was feeling after interviewing sponsorship, Change leadership team and communication. He captured his learning , hoping that other could use them to avoid making the same mistakes

1.Sponsorship:

- He could not model the behavior expected of others . He did not seem to know that actions speak louder than words
- He did not team up with incentive to recognize and reinforce the desired behaviors among others
- He did not team up with accountability to show the organization that he was serious about his Change
- He did not heed advice from Commitment about securing Change by surfacing and addressing concerns and involving people being asked to change in the decision making process
- He did not select and align a well qualified Change Leadership team; instead , he passively assigned implementation of Change to his direct reports

2.Change leadership team, AKA “PECS”

- He missed golden opportunity to include advocates for change on day to day leadership team
- He colluded with Commitment – they both treated those being asked to change as spectators, instead of active participants in the change process
- Like sponsorship , change management team was considered hypocritical, and his behavior provided yet another excuse for people to resist Change

3. Communication: also had failings

- She failed in touch with Sponsorship and Change Leadership Team. This led to mixed messages about change in the organization which , which in turn, an easy excuse for people to ignore Change
- She was too focused on getting the word out and not focused enough on creating dialogue to surface and address people’s predictable concerns about Change

Suspect #6: Urgency :

The interview started at 3.25 pm due to late arrival by urgency, not a good sign, thought investigator.

Q- are you clear why you are here

Ans- Change was killed last night right here in the conference room. Only the leaders generally have access to this area of the building. I am sorry that Change was killed . I have got a lot of things in my plate that I have to care of. I barely knew Change

Q- Where you were between 6 am and noon yesterday?

Ans- I need to get my calendar. After return Urgency told I got there at seven forty, there was a seven thirty meeting, I was a bit late for and then I was pretty much in meetings all the day longal occasions

Q- how did you introduce Change to this organization?

Ans- Change started here about six months ago . We brought him in because our competitors were shrinking our market share. We had few had a few formal meetings. I let the managers know how important I thought change's role would be, and then, well , the managers sort of took him there.

Q- Took him where?

Ans- out to the staff

Q- how do you know Change got out to the staff?

Ans- I saw change in the lunch room with managers and staff on several occasions

Investigator said “ Look , we both know what is going on here. Change was the new kid on the block and it was your job not only to get introduced to the organization but also get him integrated. It ace himwas your job to **communicate a rational business case for Change** in a way that would motivate the managers and staff to see immediate need for Change and embrace him. You are supposed to be Mr Urgency , but you can not even make it to a meeting on time. You make me sick. Get out of my sight

Suspect #7: Vision

When Vision, member of leadership team, came in she was wearing rose colored glasses. Investigator knew that Vision's unique role was to pull herself out of the day to operations and see the organization and its long term not as it is today , but as it could be tomorrow, next month, next year and so on. This was easy job , but hard part was to get others to get glimpses , snapshots and movie clips of what she was seeing. The need for this role intensified when ever Change came on board

Q- Do you know who killed Change?

Ans- I have my suspicions, you have to keep it between us. I think some of staff killed him, it could be just one I think some of staff killed him, or it could be just one group.. You may nose around the purchase department. Ask them the new just in time inventory process was going. I presume it is not going well

Q- When did they go to this new process ?

Ans- five or six months ago, this was major transition for them . our inventory was killing us

Q- Was there a major transition for them?

Ans- Oh, definitely , our inventory was killing us

Q- How well did the people in the department know Change?

Ans- They had just acquaintance

Q- But is not your job ? to make sure the employees can picture themselves with Change in the future? You just admitted that this Change was major transition for that department. If they have been operating under one paradigm for years and suddenly they are informed that need to do a one eighty, do not you think their chances of success would be greater if Change was more than a mere acquaintance
Ans-So you are trying to say this is my fault? Look , I do not have a motive . My most job revolves around three things: paying attention to new technologies and trends, scanning for new ideas and opportunities and creating for new ideas and opportunities and creating a picture of the future that is inspiring. I need Change. Why would I want to kill Change?

Investigator: I am not accusing of killing change, but you did not prevent him from dying

Reflections of the investigator on urgency and Vision

Urgency was likely suspect based on his inconsistent behavior:

- He tried to accept people Change, but he never convinced them that status quo was no longer a viable option
- He neglected to spend enough time with those who who felt the pain of the status quo
- He did not spend enough time with those who saw the opportunity for performance levels to rise with the integration of Change
- He failed to ask others why they thought the organization needed Change. The case for Change is always more compelling when people being asked to adopt Change are brought face-to-face with the facts and invited to offer their thoughts

Vision was clearly suspect for the murder of Change:

- She did not see her organization clearly
- She ignored advce of Commitment. A vision created during an off site executive retreat does not mean much to someone on the front linewho had no say in the vision.The more Vision can get people involved in the visioning process, the more likely it is that they will want to be part of the organization in the future
- She did not secure the by-in she needed to attain her inspiring vision. Most leaders trying to initiate a Change , announce the Change, set unclear or confusing expectations, send people to training and prematurely celebrate victory. They forget to paint an inspiring post Change picture of the organization that includes their people in it

Suspect# 8: Plan

Plan arrived late. Say by 20 minutes through Air port.

Q- I assume you know why I have asked to speak with you.

Ans- Yes,yes , I do. Terrible thing, Change's death , a tragedy indeed

Q- what you do here? Strategic or tactical?

Ans- Strategically , for the most part. I think that is why I enjoy flying so much. Big pictures view, you know. Nothing like it. This may sound crazy , but I like all the new proposed changes. A real Challenge to grey cells. Love to theorize about how the Change could fit in and what the expected outcome will be. I get the same feeling as being in control of a good airplane. Great sensation!

Q- But, surely you cannot take every activity or project associated with a Change up for a ride. You cannot reasonably pilot all of them , can you? You must have some sort of screening process?

Ans- Used to, had a colleague but she is on sick leave for a while. Prioritization is her name. Worked in the tower. Traffic control tower, that is. She was quite stickler for regulations. My philosophy is a bit different from hers and, well, to tell you truth, I just have trouble saying no. Anyway , it really does not take much of my time and if we employ a Change and it does not work out, no harm done, right? I guess the 'no harm done' part depends on who you ask. I must that Bailey budget stays on my on my case about the number of projects we take on with each change.

Q- You must be spending at least some time and energy on the tactical piece. Otherwise , you could never help change , may I say , get off the ground

Ans- Infrastructure job. He is the tactical guy. Not my cup of tea, you might say. He works on the business processes and development of tools to support these those business processes for Change, I think

Q- You think?

Ans- look there is no need to get testy here. I am just passing on to you what has been told. I am trying to answer your questions the best way I can. Supposedly, Ira infrastructure works with Peter performance management and Isabella Incentive to make employees have the technology and systems to work with the Change. But you must understand, I spend most of my time in the air so I can see the bigger picture- the strategic view, you might say. Vision and Sponsorship like to go up with me every now and then. But infrastructure, he works at ground level. So to be honest, I am not really sure about what he does. You will have to ask him.

Q- Do you ever come down out of the clouds long enough to plan details of Change should be implemented?

Ans- I can tell you what I think , I know, but I cannot be at two places at one time. Besides infrastructure, measurement has to pay attention to all details. He has to work with performance management and Change to define outcomes for service and quality. Suppose , Measurement

monitors company's outcomes against these benchmarks. I have actually never met Measurement. I keep busy, well, planning

Q- Since you like flying so much, who ensures that a flight goes well?

Ans- I do, I am the pilot

Q- To have a successful flight , you need a flight plan. When, where , how , how fast etc, right? And since there is more than one plane in the airport wanting to land or take off , you need air traffic control, correct?. Too many planes taking off , landing and crossing over the runways would be quite dangerous, and would not a good pilot have some knowledge of his people – the ground crew, mechanics and everyone else who makes sure everything checks out before he flies? Let me relate this 'good flight' to your role here. As Mr Plan you are the pilot of of the new Changes that are in your organization's airspace. Because you have never seen a bad idea , you are setting your organization up for what I call 'death of a thousand initiatives'. Prioritization must return to the organization and you must practice traffic control for Change. Your people and budget can only handle a certain number of Changes at one time. And you must get in control of your processes. Infrastructure, Measurement and Prioritization must be on same page, when Change is getting ready for takeoff. And you, Plan, as the pilot are ultimately responsible for the trip. While you should have an expectation that your crew and others do their jobs well , accountability must be on board also. Do you know Aidan accountability?

Ans- I have heard him but I have never met him

Q- I suppose you were up in the clouds yesterday when Change was murdered?

Ans-Yes

Plan returned to his office and started introspection. I care for Change's success and who could else him with this. It never occurred to the Plan that he should talk to company's employees- the people most impacted by Change- to help develop the implementation plan. Apparently he had never learned a fundamental lesson about Change leadership .

Those who plan the battle, rarely battle the Plan

Suspect #9: Budget

Q- did you know him well?

Ans- Does anyone ever really know anyone well

Q- I suppose you report to Sponsorship? Ans- Yes

Q- What was your working relationship with Change?

Ans- The same as my working relationship with everyone else here. I ultimately carry the weight of fiscal responsibility of the organization on my shoulders. That is what I was hired to do-to ensure that our investors get return on their investment. I have to balance costs with revenue. People in the organization submit capital requests and I weigh them against criteria we have established. I treated Change same way I treated every one else

Q- Is it safe to assume then, that you practice zero based budgeting here? You have been taking a mail order accounting course, have not you?

Ans- yes we do indeed . You see most of our managers here do okay in their respective areas. I mean they can manage their staffing , scheduling and the technical components of their jobs , but they do not see the big picture. Their focus is on the needs of their own departments. They do not have the ability to pull back and manage the priorities of the whole organization.

Q- So that is what you do ? manage the priorities of whole organization?

Ans- Yes it is my responsibility

Q- Is it truly an issue of ability, or is it perhaps that you have not trained or you do not trust , managers at your organization to evaluate trade-offs in terms of what the company is going to invest in?

Ans- You really are naïve , are not? I trust that the managers will do what they were hired to do. But you really believe they can see the organization as I do/

Q- I have had opportunity of look at the purchase orders submitted to you by Change over the past three months and you denied virtually every requests. He waited budget to speak, but she did not respond. Change understood fiscal responsibility. He had documentation on all purchase requests that were for any significant dollar amount . I have looked at his notes and he had calculated return on investment on all of them. Can you explain why you did not approve any of these requests?

Ans- Of course I can. You just do not seem to understand that I am actually helping the organization , do you? One of my key role is to prevent funding of a Change like the one that just died.

Q- Tell me more

Ans- I am firm believer that the amount of money I invest in a given Change should be in direct proportion to the investment of effort and quality of work being done by Mr Sponsorship and Ms Vision, Mr Urgency, Mr Change leadership Team- we call him Pecs- Mr Plan , Mr Commitment , Ms Culture and Mr Accountability. If these characters are not doing what is necessary to enable Change , there is no reason for me to commit any funds to a Change that is destined to fail.

Suspect # 10: Trainer

Q- What was your relationship with Change ?

Ans: front office guy,nice enough guy, I guess , but a little too far removed to understand the game, if you ask me

Q- Game?

Ans- You know- the game. Sorry I guess you have never played. Here how it is played. Sponsorship and Vision –those front office folks – bring in new Change guy. I meet with this Change guy, figure out which ball field he wants to play on and then I assemble the team. Get them ready for the game.

Q- what is the most important thing you do here?

Ans- Training, We make sure the team has the skills and commitment needed for Change

Q- We ?

Ans- Incentive comes to a lot of the practices. She is more like a cheer leader. Does not really the rules and mechanics of game

Q- These practices, what are they like? How often do you do them? How long do they last?

Ans- Depends, sometimes we will just one practice. We have got a lot of talented players here, but many of them had to on new positions with Change. They needed practice before being thrown into the game. Mr Change always wanted me to practice the team longer. I was committed to do what I could give the players the new skills they needed. Unfortunately, my commitment was stronger than Budget . She is just another one of those front office stuffed shirts. Change says practice, practice and Budget says cut, cut. But what do I know? I am just trainer

Q- Where you were when change was murdered?

Ans- In my office watching ESPN highlights

Q- Have you ever considered being trained your self?

Ans- Not sure I catch your drift,

Q- What if you and Sponsorship were aligned on what the players on what the players needed to develop new skills and commitment to Change? What if you worked with sponsorship to build a compelling case that Budget could not deny?. A good trainer could help you develop the skills you need to work more effectively with sponsorship and budget

Ans- Really , a trainer could help me with that?

Investigator said in fact a good trainer could help all of you- culture, Commitment, Sponsorship, Change leadership team, Communication Urgency, Vision Plan and budget- to get on the same page and work effectively as a team

Suspect #11: Incentive

Investigator knew that Change's chances of survival in the organization were lessened if Incentive , was not behind them. He was always aware that when many people thought of Incentive they thought of money. It was true that Incentive sometimes used money as an inducement for people to accept Change, but experience has taught that Incentive had a lot of other options to promote the acceptance of Change and that money was not always the most important one. Incentive was almost always liked by the most in the organization. In one case Incentive was top suspect in the murder of Change . It was when Incentive got out of alignment with performance management and Culture. When Incentive has a practice of rewarding work behaviors that are inconsistent with the foundation that is powered by Culture and the standards established by performance management, the stage is set for the perfect organization storm.

Q- I want to ask you some question about Change

Response- Her smile faded and eyes welled up with tears , I considered him to be close friend . We worked together virtually every week since he got here

Q- what type of work?

Ans- Change had come up with really two good ideas. I really do not understand the details behind the details behind what he was proposing. But Change did. He made a strong business case for his proposals to Change Leadership Team and both his ideas were ultimately endorsed

Q- did Urgency help him with Business Case

Ans- urgency was involved. Right after endorsement Change came in to my office for my help. His first idea involved one department where Change had spent more time and I think , had a pretty good read on management style there- something he called 'followership' which he explained that unless we could tap into the hearts and minds of the people who are going to be affected by what he was proposing, we probably would not be successful. That is where he wanted my help- to try to find motivators that could cause those employees to embrace Change. You see , my job here is to reinforce desired work behaviors that support Change.

Q- Did you help him?

Ans- yes, well, some. I think so. You know it is really difficult to say because the new expectations have not been in place long enough for us to know for sure. I am sure , I was able to help some with embracing part, though

Q- what motivators did you use

Ans- First we looked at monetary awards. Change had calculated the dollar amount of savings the company would realize if his proposals were implemented and he had even calculated the effect on cash flow. Once he told me that, I suggested that a nominal amount of money might be motivating for some employees. I should let you know that he pulled Peter performance management into this

discussion right away. We felt this type of motivator without relationship with performance management might back fire on us.

Q- what was the outcome?

Ans- we spent several weeks off and on in meetings creating a program that linked Change, performance management and new behaviors we expected. We made sure it was fair and measurable, but whole thing got nixed

Q- By whom?

Ans- By budget. She did not mask her anger

Q- what else did you advice Change to do

Ans- I was able to sit in on the presentations that change gave to the leadership Team, where he made the business case for what he was proposing. I thought if Change could convince those folks to do anything other than what we have always done, then he should presentation to the employees, to integrate change, in the departments that were going to be most impacted.

Q- Did he do it?

Ans- He did , answered Incentive . Prior to it he enlisted the support of Pecs, Sponsorship and number of others. If there is one thing Change did well, it was to try to pull the team together who would support him in these initiatives

Q- Do you know anybody who would want to kill Change?

Ans- It is not my style to be negative

Q- This is murder case , if you have any information, positive or negative , it is your onligation to communicate it to me

Ans- it is purely speculation on my part, you already my feelings about Ms budget. And while I am aware that money is not only motivator, I think it would have helped. I had the feeling Ms Budget wanted wanted Change out of here

Q- who else?

Ans- Peter performance management and I think Culture could have been involved too and / or gang related. The other initiative did not get off the ground so well

Q- what happened?

Ans- I heard the manager of that department got wind of the proposed initiative and pulled some of his key employees aside to instruct them how to sabotage it. He is sly, though-never gets caught

Reflections on plan, budget, trainer and incentive:

The investigator opened his note book, all the while hoping that another organization, if not this one , could benefit from his learnings . He reviewed what he had written about past four suspects , starting from Plan

Plan: He was no friend to Change

- He never worked out the details. He focused on big picture. But it was the details that raised people's implementation concerns. As they got into integrating Change , people were astounded that no one had ever thought about Change from their perspective
- He never planned for early wins. As a result, it was difficult show performance gains in the beginning. With little to celebrate at the outset, those who liked to sit on the fence used the early marginal results as an easy excuse to resist Change
- He never included those being asked to change in the planning process as a way to improve the planned gain their buy- in.

Budget : Budget was really suspicious. A lot of her colleagues thought she murdered Change

- She spent almost no money on creating the infrastructure that would support Change
- She had too much power over the other players on the leadership team who needed to help Change succeed
- She did approve –under some heavy pressure from Sponsorship. They did not make much sense but they kept the heat off her for a while. Plan asked Budget for some consultants. They got together for a few days in a war room and created a big document, but they did not consult anyone who had a realistic sense of what was needed to fully integrate Change into the organization. And of course, Budget allocated a few dollars to Trainer for training, because she knew she would be ridiculed if Change was tried without any training to support the effort

Trainer: Trainer contributed to the demise of Change

- He made a half hearted attempt at training those being asked to change, but the training did not stand a chance for a number of reasons:
 1. The business processes and technology had never been piloted, so kinks were never worked out prior to training
 2. Due to his sloppy appearance and less than optimal skill set Trainer had little credibility with the people he was responsible for developing

Incentive:

- Incentive was at the least an accessory to the crime. She tried to help Change, but really did not make her relationships with Culture and performance management work, so Budget shot down most of her ideas for supporting Change

Suspect# 12: Performance Management

Investigator on visit found a middle aged man in-charge of performance management, sorting through a towering stack of paper work. The investigator realized Hr department was tucked away in a remote underground corner of company's headquarter. The furniture was shabby and there was not a computer in sight. Just a lot of gray metal filings , which were not touched for decades

The man looked up with wary eyes. On first meeting he said" I am under the gun to get some projects done. It is always a hassle at this time of year because performance evaluations are due. Everyone always waits until the last minute to turn them in , so I am always swamped. I prefer cigarettes, to relieve stresses

Q- How long have you worked here?

Ans: Twenty years

Q- You like what you do?

Ans- Sure. It is hard working but rewarding

Q- What do you do here?

Ans- My responsibility is to track the outcomes we expect from people. Every year we insist that leaders throughout the organization lay out goals for everyone on their team. Then twice a year they are supposed to chart people's progress on those goals. Have a meeting. Provide feedback

Q- So where do you come in?

Ans- I collect all the documentation. Most of the leaders here I am sure you have met a few of them, tend to procrastinate. You have probably talked to Sponsorship or Urgency. They are two of the most notorious when it comes to get their performance evaluation in on time.

Q- How was your relationship with Change?

Ans- fine. Change and I were okay. We were on the same page most of the time. In general I liked many of the changes that came through, but I must admit I have lost my fair share of sleep over them, because almost everything associated with Change is new and I am usually anxious about whether we will succeed in communicating to people all the new things they are supposed to be working on. We never take something off people's plates when we ask them to make a Change. Then when we do performance evaluation , people have not accomplished their goals because months ago Change started to take up all their time.. It is a mess. I have lot of doubts about whether about whether or not people can learn everything they need to learn to make Change a success.

Q- So you worry about the organization , but so much about yourself?

Ans- To be honest , I often worry about whether I can possibly measure up to the new standards established by the Change.

Q- Any thoughts on who might have killed change?

Ans- Yep, pretty sure it was Budget

Q- What is her motive? Why would budget want budget dead?

Ans- PM had Purchase requests from Change to Budget of last six months, each one of them were rubber stamped "Denied" and signed by Budget. People want Change but they are not willing to pay for it. What Change was trying to do required training and retooling in some areas. He was not asking for moon, just the basics.

Q- You think Budget acted alone?

Ans- She may have had an accomplice, though I doubt you will ever find any evidence

Q- Can you be more specific?

Ans- Have you met Culture yet? (Ans- Yes by investigator)

PM continued- I have been here almost twenty years and I have seen her eight or ten times, but the word on the street is that she is extremely influential. Keeping an watchful eye on spending has been part of her way of doing things for as long as I can remember

Q- So you are saying that Budget just did her bidding ?

Ans- Something like that, as far as I am concerned , she is probably just as guilty as Budget is. I am not generally not one to complain. I come in and take care of my business . But with these Changes when other people do not do their job, I am the one that looks bad

PM said There was talk of of a change initiative involving electronic records management, but it has died too

At the end of interview both agreed to keep conversation between them

Suspect #13: Accountability

Accountability was a young person mid to late twenties

Q- Who do you report to?

Ans- Sponsorship is my counselor

Q- How often do you meet him?

Ans- We met right after I was hired. He was very clear on what I wanted me to do. Have not seen him since last six months after hiring by him. In fact I started the same day as Change. Went through orientation together

Q- So did you worked with him much?

Ans- Yes, we worked with him all the time

Q- We?

Ans- My department, the position I have was open for almost two years. It is a difficult job and I understand they had trouble finding someone qualified for the money they were offering. I hired Delegation , Followup and Consequences. There was , and still is, a lot to be done in my department.

Q- So how did you get Budget to go for that?

Ans- it took some convincing. Delegation is really the only one we are paying , and he gets minimum wages. Followup is just interning here, and consequences is here on some kind of grant

Q- Do you have any idea who killed Change?

Ans- I am sorry . I was not clear, Change was killed or committed suicide

Q- You think he committed suicide?

Ans-Sure, it is only reasonable explanation. There were some folks here, that did not really care for Change, but I cannot think of anyone who would go so far as to kill him. Besides in retrospect, he displayed all the signs. Wish I had picked up on them then. May be there was something I could have done

Q- Signs?

Ans- When Change started he was, you know , he had energy. But last six weeks or so he was like a different person. He was here all hours of the day . I do not know when he slept. He was irritable all the time and he had lost weight. We used to have lunch together but he did not seem to have time anymore. I heard that one of his initiatives was going okay, but I do not think the other initiative was moving along well. Word in the street is that the guys in that department are a pretty tough group. Depression , that is what it was. Change was under an extreme amount of pressure and I think he got overwhelmed and sunk into deep depression

The investigator dismissed his explanation, to be an idiotic theory, this was not a suicide, it was definitely a murder and asked him

Q- You said you heard that one initiative was not going well, that was word on street?, but what is that got to do with everything. I do not understand how you could know so little about these two initiatives. Change needed your expertise and you apparently had no idea what was even happening

Ans- Look that is not fair

The investigator said "Let me fill in blanks for you. Change asked you asked for your help. You were certainly willing but you were having trouble time on your calendar. But you had the answer . Delegation could do it and if he needed help he could always enlist Follow-up and Consequence. You have made mockery of the very job you were hired for. Your job requires maturity and you just do

not have it. Issues came up and . You assigned a person to action, even declared a time frame for completion. When I tracked these issues through next set of meeting minutes, the issues just dropped off the face of the earth. Nothing .

Q-Did they got resolved ?

Ans- Doubtful, suspects face was now red and he stared at the floor

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14. Meeting with Super Cops and Stakeholders

Investigator knew that employees , the one's Change impacts are the most- were primary stakeholders. He was quite familiar with police force and their practices and routines. Employees were from one department that had been doing pretty well integrating change and other from that had been resisting change. He said according to Change's calendar you four spent most time with him during last few weeks of his life. Mr Karen, one of the four said " change was okay . I did not like him at first. The stuff he was talking about doing was scary, but you know, the more time he spent with us explaining things and finding out from us how things were working , the more sense he made. If it were not for all the barriers, I think we could have worked better with change.

Q- What barriers do you mean?

Ans- other person , Stephanie, answered, A few supervisors can see them but managers and above rarely see them. But trust me, they are real. David said "Super cop"

Investigator said I think I just saw him, pretty intimidating

Mark said – just one you have seen, they are all over the place. Just when it seems like we are going down the right path- making progress with a new idea- a supercop shows up, blocking everything. They have been here forever. They might as well post 'we have never done it that way before signs in the halls. It is unbelievable to me that a lot of employees see them , but most of the managers and leaders do not seem to know they exist

Karen asked have you seen the guy walking around with the whip in his hand? No replied investigator. Well that is Reprimand. He shows up only when an employee makes a mistake. Starts cracking his whip and informing everyone how stupid they are. He disappears when Incentive comes around. How about Hypocrite? Mark asked , have you seen him? Ans- I am not sure. What does he look like ? That is the thing. He is a sort of chameleon. Never looks the same. But he is easy enough to recognize. He always says one thing and does another. He gives us all these 'we, we, we' speeches and then he is off on his own doing just opposite of what he preaches, said David. Stephanie broke in – the one that gets me the most , though ,is convertible. Why you call him convertible ? Because he is always driving everything top down. It is just that everything is his way or highway. Some of his ideas are actually not bad, but then to direct all all the details, even though he is clueless about the day –to-day operations. If he would allow us to be involves

Investigator said all these characters you have to deal with –super cop, Reprimand, Hypocrite and Convertible – do make things quite confusing. Employees said now you understand how we feel

The Autopsy Report

As per Doctor time of death was between 7am to 9 am, right now I am listing cause of death as heart failure

Q- He died of natural causes?

Ans- Heart failure was result of a type of poisoning. It was C-15

Investigator reflected on some of his other cases. C-15 was a mysterious poison that was identified as the cause of death. At the time it was named , there were fifteen known related cases and C stood for Change

Q- Do they know any more about C-15 yet?

Ans- Scientists are working on it but that they really know is that it acts slowly, usually over one or two months. Based on anecdotal evidence, the only known associated symptoms are insomnia, anxiety , nervousness and weight loss. As per records when Change joined he was as healthy as horse, all lab test were normal and he had no significant problems in his medical history. I weighted him and he had lost twenty five pounds since then and his fingernails were chewed down to the quick.

Q- So the toxin finally built up enough that he had a heart attack?

Ans- Not a heart attack, a heart failure. A heart attack is generally caused by a long build up of plaque or a clot in the coronary arteries, which blocks blood flow. No blood means no oxygen and heart cells die. Change's arteries were fine. When I say 'heart failure' I literally mean that his just stopped beating.

Investigator found on Doctor's table current edition of 'perspective in forensic' named "trace elements of C15. The opening read : C15 has been identified as the toxin leading to heart failure and death in number of cases. Although much is not known about the toxin, scientists believe a number of trace elements make up this deadly substance and have recently identified three of those trace elements

- People leading the cChange think that announcing him is the same as integrating him
- People concerns with Change are not surfaced or addressed
- Those being asked to implement Change are not involved in the planning

Murderer announced: invitation only

Investigator said- As you know , Change was killed recently and I have been talking to you and others over the past two days, just so there is no misconceptions, it was murder. He was poisoned and the

murderer is in this room. I am not as stupid as some of you think I am. I do not have an advanced degree, but I what I know is Change and people. I have spent my career studying both. Change is rarely accepted easily by any organization, but each of you had a responsibility to help him get integrated here.

Ms Vision “ your job is to help others see benefits of Change. To help them look beyond the present and into the future. You failed miserably”

Mr Urgency “Change needed your support to make his integration a priority- to help him develop a compelling case for himself. Did you give him that support? No , you were always late . You will probably be late for your own funeral.

Mr Sponsorship- “The staff needed to know there was high level executive backing for Change. That does not happen on a golf course or through one time announcement. It takes a good leadership team to support Change-one that you failed to build.

Mr Plan “I expected you to have your head up in the clouds. That is where you spend most of your time, is not it?

Ms Culture “of all people , you could have been the one to set the tone and lay groundwork for change’s success. But who you say you are and who you really are-well, they are really quite different, are not they ? You pop in and out of here like a ghost and expect people to respect you. Sto kidding your self

And then there is your buddy, **Ms Budget-** Ms fiscal responsibility. Budget, you know that Change rarely succeeds without proper funding , I am surprised you do not have carpal tunnel syndrome from use of of your ‘denial’ stamp. While you are correct these other characters need to do their part before you approve funding, you never bothered letting them know why you were denying Change’s many requests for it. If they knew your rationale, perhaps it would have motivated them to act differently.

And then we have the illustrious **Mr Trainer**. This is all just a game to you. You have unique opportunity to help the employees build their skills to support Change, but instead you spend you spend your time in office watching ESPN. Here is the score, Trainer, you are a loser

Mr Accountability “ Here we have the pass-the- buck clan. You are a disgrace. Change needed your support to sustain gains that had been made. People need Accountability when Change comes. You overused Delegation. And Follow-up just was not here enough. You used Consequences like a hammer and that is a tool that usually works only when Fear is present

Mr Incentive – that there are number of ways to motivate people to accept Change. I am not sure about motive , but you did have opportunity. You had the opportunity to push harder for Change in ways that the employees might accept him more readily.just because there is dysfunction all around you , does not give permission to give up.

Ms Communication , he wondered how much of the conversation she had heard , while she was adjusting hearing aid. He had the urge to begin with her saying ,‘you have the right to remain silent . Change needed a voice in the organization and you failed to consistently provide that. And just as he

needed that voice to be successful, employee needed an ear. Someone to listen to their fears and their ideas . In this Ms Communication you failed

Mr Pecs (Change Leadership Team) Pecs , your ego is your Achilles heel (persons weak, vulnerable point). Change needs a Change Leadership Team that will carry him throughout the organization. You took pride in holding him up, particularly in pumping him up in the beginning, but then it became all about you, did not it? You wanted the acclaim, but you did not want to do all the work.

Mr Performance Management you do fairly good work in the context of dysfunction here, but after the meeting you ,I want you in Budget’s office with those purchase orders for her re-consideration.

Mr Commitment Given the ineptitude (silly/ absurd) of your colleagues, you really did not have a chance Thus all of you killed Change in my opinion. Most of you saw the crime scene. The poison that killed Change did very slowly. I cannot prove it but I believe the poison was neglect –your neglect. He tried to survive the support he needed from you but ultimately , his is not one-man job. He finally lost heart. I would arrest every one of you if I had enough evidence but ...

Investigator said, I am confident you will have another Change here. Look at my face . This not a face you will not want to see again

Next Anna informed “ We have got another Change, this time it was a knife to the back and he is not dead. He is in ICU over at Memorial Hospital.” Tell them I am on the way

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Helping Change thrive in your Organization

Best practices, linked to each above character/ functions, where Change is set up to succeed,

Action plan to leverage your potential and address your risks

1. **Culture:** Culture is defined as the predominant attitudes, beliefs and behavior pattern that characterize the organization. The role of culture is critical throughout the change process. Culture has the power to either enable and sustain the change or bury the change.

To align culture to a change, you should

- Determine how you can leverage the current culture to support, enable and sustain the change
- Use sponsorship , accountability and incentive to reinforce the culture required to enable and sustain change
- Determine where the current culture is not aligned with the proposed change , and what actions are required to align the culture with the change

Ask these questions:

- How would you describe your organization’s culture?
- In what ways is your organizational culture conducive to successful change?

- In what ways could your culture inhibit successful change? How difficult will it be to change the culture?
2. **Commitment:** commitment describes a person's motivation and confidence to engage in new behaviors required by the change initiative.

To increase people's commitment to a change, you should

- Provide forum for people to express their questions and concerns and then respond to these questions and concerns
- Expand opportunities to increase the involvement and influence of those being asked to change. This produces long-term, sustainable commitment to a new way of doing business, rather than short term compliance.
- Purposefully orchestrate opportunities for advocates of change to contact those who have yet to make up their mind about the change

Ask these questions:

- Have the people being asked to change had an opportunity to express their questions and concerns? If not, how can you surface and address these questions and concerns?
 - Have the people being asked to change had an opportunity to get involved and influence the change process? If not, how can you expand opportunities for involvement and involve as a key strategy for driving commitment to the change
 - What tactics can you use to increase conversations between advocates of change and those who are sitting on fence?
 - Are you seeking people's compliance or their commitment to change? What will you do to gain people's commitment?
3. **Sponsorship:** A sponsor is a senior leader who has the formal authority to deploy resources (e.g. time, money and people) toward the initiation, implementation and sustainability

An effective change sponsor should

- Select and align a well qualified leadership team the change on a day-to-day basis
- Get commitment and secure buy-in for change, by surfacing and addressing concerns and involving those being asked to change, in the decision making process
- Model the behaviors expected of others, remembering that actions speak louder than words
- Create incentive by recognizing and reinforcing the behaviors consistent with the change
- Foster accountability by showing the organization that leadership is serious about the change

Ask these questions

- Ask the sponsors for change in your organization using the behavior listed above?
 - If your sponsors are not using the behaviors listed above, do they know they are expected to use these behaviors?
 - If your sponsors do not know what is expected of them, how will you educate them
4. **Change Management Team:** The change leadership is the group of leaders with day-to-day responsibility for executing a variety of change leadership strategies to lead people through change initiative.

This team should include people who

- Have been part of successful change efforts
- Can allocate the time required
- Have the respect of their peers

- Are highly skilled
- Are willing to speak truth to power
- Are effective communicators
- Represent diverse view points, including different areas and levels of the organization, as well as advocates , informal leaders and resisters

It is important that change leadership team communicates consistently about the change, regardless of who is communicating

Ask these questions

- Do you have right people on your day to day change leadership team?
- Are the members of your change leadership team speaking with voice?
- Have you created multiple change leadership teams to effectively carry the change into all areas of the organization?

5. Communication: Effective change communication is

- Focused on creating dialogue – not one way communication- with change leaders and those being asked to change
- Frequent and orchestrated via many different kinds of media –a good rule of thumb is at least seven times and seven different ways
- Consistent in its message, regardless of who is communicating
- Delivered by credible , respected sponsor, aligned leadership team members and advocates of change

Ask these questions

- How effective is the communication regarding change?
- If less than ideal , how will you improve the effectiveness of the communication?
- Have you surfaced and addressed the questions and concerns of those who are being asked to change?
- What tactics can you use to increase conversations between advocates of the change and those who are sitting on the fence?

6. Urgency: Urgency explains why change is needed and how quickly people must change the way they work. If people do not have a sense of urgency regarding the need for change , the inertia of status quo will likely to prove strong and people will not make changes you are seeking.

The following methods can be used to create a sense of urgency among those being asked to change.

- Bring people face- to- face with reality of the situation. Share lots of information and involve them identifying the gap between what is and what could be.
- Provide credible, believable reasons to change, answering the questions “what is wrong with the way things are now”. Develop a shared spirit of discontent with the status quo.
- Frame the change in terms of a cause that is motivating

Ask these questions

- Do the people being asked to change see what is wrong in maintaining the status quo?
 - Do they have a sense of urgency about the need for change?
 - If people's sense of urgency is less than ideal , what will you do to create a stronger case for change and a greater sense of urgency
- 7. Vision:** For those being asked to change, a clear and compelling vision allows them to see themselves succeeding in the picture of the future.

Vision should:

- Work with urgency to break the inertia of the status quo
- Go beyond a slogan and present a clear picture of what the picture looks like when the change is successfully implemented
- Get many people involved in the visioning process so that there is ownership beyond the aligned leadership team
- Allow people to see themselves succeeding in the future

Ask these questions :

- Have the people being asked to change been asked what would get them excited to be part of the post –change organization
 - Can people describe how their future role will be different from –and hopefully better than-their current role
- 8. Plan.** The change implementation plan is important , but the planning process is even more important. An effective planning process :
- Includes people who are being asked to change specially resisters who can anticipate what could go wrong
 - Provides enough details for support people on the front line to get going
 - Clarifies priorities
 - Defines the metrics so you will know if you have been successful
 - Includes pilots using early adopters who are willing to tackle the challenge of making the change to work
 - Prepare for the need to have 'quick wins' to sway those people who are undecided about whether to support the change
 - Develop the right infrastructure to support the change and ensure that you do not skimp on investments in infrastructure

Ask these questions:

- Based on the criteria above , how effective is your planning process?
 - If less than ideal , how will you improve the process and resulting plan?
- 9. Budget.** No change initiative can be successful without spending money. That being said , it is important to analyze proposed changes from financial perspective to determine how best to allocate limited resources and ensure a healthy return on investment (ROI).

Remember these important points regarding budget

- Sponsors control the budget, not the other way around. Ensure that your sponsors clearly buy in the business case for change or the budget will overwhelm them at the first sign of trouble with the change
- Make sure you do not skimp on investments in infrastructure
- Ensure that you leverage low cost methods of generating buy-in (e.g. leaders who walk the talk and reinforce desired behaviors, advocates for change who are in frequent conversations with those who are undecided)

Ask these questions:

- Have your sponsors committed the budget required to enable the change succeed?
- What critical levers of change are receiving a smaller budget than necessary?
- Are any areas receiving a larger budget than necessary?

10. Trainer: A change trainer provides learning experiences to ensure that those being asked to change have the skills needed to execute the change and succeed in the future organization.

An effective change trainer should be able and willing to:

- Look at the situation and assess the concerns of the people being asked to change
- Comfortably use a variety of change leadership strategies
- Partner with the people being asked to change so that they can voice their concerns, influence the change process and increase their commitment to the change
- Diagnose the development needs of a team member on a specific goal or task and provide the necessary direction and/or support to meet those needs(i.e. be a situational leader)

Ask these questions:

- Are you competent and committed to being an effective change leader or coach, using the skills defined above?
- Are you providing job specific training to give people the skills they need to adopt change?
- Are you using credible , early adopters of the change to deliver training as a way to increase

11. Incentive. Incentive reinforces the desired behaviors and results that enable change. Many people confuse incentives with monetary rewards. Numerous research studies have shown that well-deserved recognition often goes further toward reinforcing desired behaviors than rewards. Effective incentives:

- Are aligned with desired behaviors and performance that the change seeks to address
- Are individualized available to more than just a handful of people
- Do not over incentivize the adoption of change at the expense of people's other important performance goals that are unrelated to the change (e.g. selling a product or service)

Ask these questions:

- Do you know what motivates each of your team members? If not, how will you find out?
- What creative ideas do you have to recognize people for their hard work, desired behavior and performance

12. Performance Management. PM is the process that sets goals and expectations regarding the behaviors and results that will enable change

The performance management process:

- Includes tracking progress toward the goals and expectations
- Provides feedback and coaching
- Formally documents actual results versus desired results

Ask these questions

- Are you sure how performance will be measured? Are you looking at leading indicators (e.g. people adopting new skills and processes) as well as lagging parameters (e.g. financial performance)? What leading parameters have you defined?
- Do you have a way to measure progress on an ongoing process, as well as assessing the risks that still need to be addressed?
- Are the people being asked to change clear about what behaviors and results are expected of them and by when?
- Are the processes in place to ensure that those being asked to change are given data and feedback about the processes relative to expectations
- Are the people being asked to change clear about the incentives and consequences for results that are aligned or misaligned with the change

13. Accountability. Accountability is the process of following through with people to ensure their behaviors and results are in line with agreed upon goals and expectations. It ensures that leaders are walking the talk by creating consequences when behaviors or results are inconsistent with those that enable change. Accountability is a must for change to have a chance to succeed.

Hallmarks of effective accountability are:

- Clearly defined measures of success –goals that are SMART(Specific, measurable, Attainable, Relevant and track able / Time-bound)
- Regular meetings to check progress and plan actions to keep the change on track
- Two way accountability- partnering for performance between leader and team member, with each party accountable to each other
- No favoritism. Everyone is held accountable-senior leaders, Managers and the front line. Remember, what leaders do is twice as important as what they say, and what leaders reinforce is three times as important as what they so

Ask these questions:

- Are leaders holding themselves and others accountable for adopting the change and embedding it in culture?
- Which leaders in your organization are the best at holding people accountable for behavior change and performance? What skills and processes do they use
- How can you replicate these same accountability skills and processes in other areas of your organization

