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Driving Strategy through Effective Change Management



cascade



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90%

of strategies fail

and the majority of them during execution

BUT WHY?

Solid strategy



Carefully laid out plan



Buy in from key stakeholders



Communication that is sensible to the collective emotion



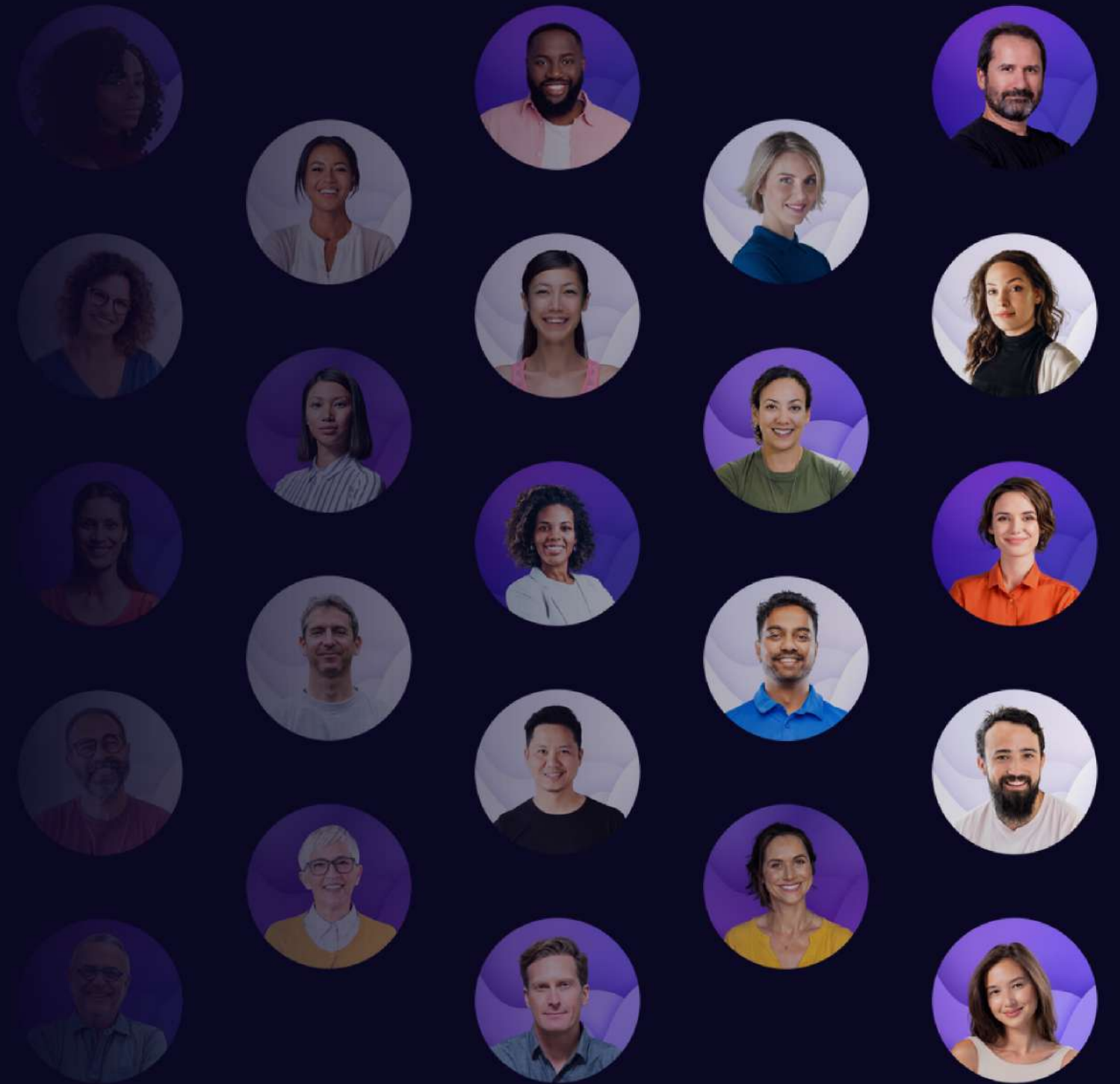
Mindful of corporate culture



Balance between 'what', 'why' and 'how'

That's where change management comes in...

Change management focuses on guiding the **people side** of change and supports people through the process.

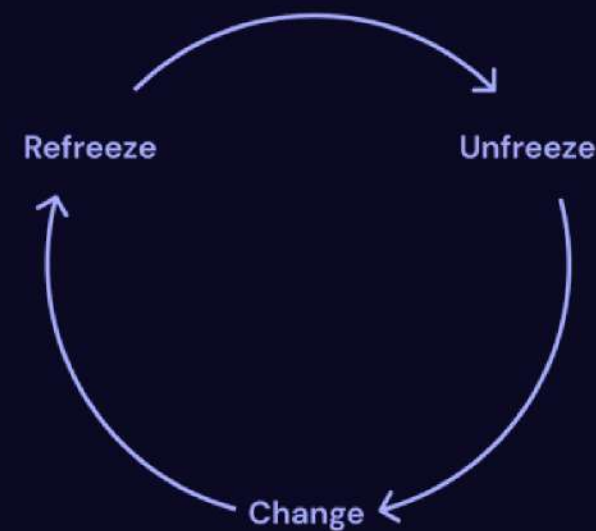




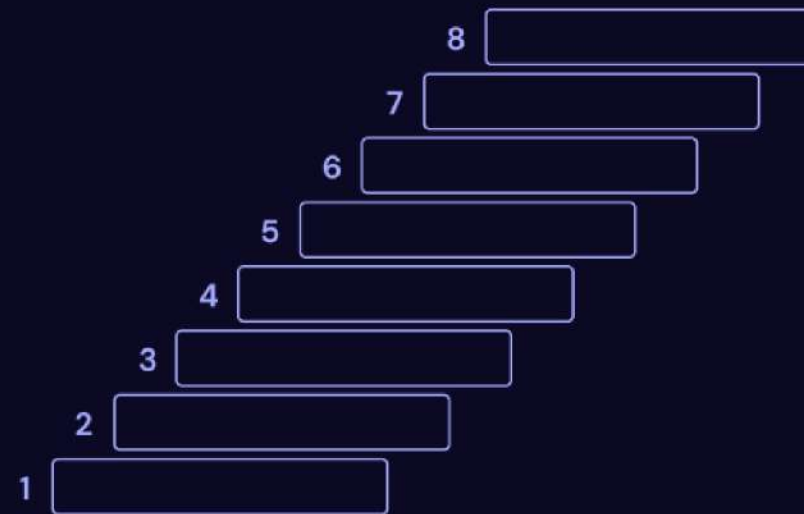
Understand change management

Key concepts in change management

Lewin's model



Kotter's 8 step process



ADKAR Change Model



Why change management is essential for strategy execution

The key for successful strategy execution is
synchronization



Successful change management needs both

The what

The how

Successful change management needs both

The what



Strategy

(growth, expansion, portfolio diversification, ...)

The how



Desired culture

(people engagement, alignment, leader enablement...)

Successful change management needs both

(growth, expansion, portfolio diversification, ...)

Strategy



Improvements of operations

(people engagement, alignment, leader enablement...)

Desired culture



Setting up for sustained success



**Implement change
successfully**

Managing resistance & overcoming obstacles

Causes

- Mistrust
- Lack of communication
- Fear of failure
- Lack of emotional understanding
- Unrealistic timelines
- Change fatigue
- Lack of training and support

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Techniques

- Show value "what's in it for them"
- Collect employee's input prior to change
- Include employees in process
- Support employees with tools, knowledge share
- Communicate frequently, and be honest

Building a change ready culture

Empowerment


Leadership

Collaboration

Purpose & Goals

Leadership and Change





Practical tools & action plan

Strategy phases

Strategy Creation

Market analysis
Competitive analysis
External consultation
Review current setup
Set aspirational goals



**Make a strategic choice
about direction**

Strategy Planning

Timelines
Resources
Risks & mitigation
initiatives & actions
KPI's & responsibilities



**Creating an actionable
roadmap for your strategy**

Strategy Execution


Reporting
Governance & Monitoring
Tracking
Communication
Operating cadence





**Strategy is coming to life
in the organization**


Measuring change along the strategy process

Strategy Creation

 Include key stakeholders early. Share findings & updates regularly.


 Identify nay-sayers and change seekers. Assign a combination of leads to balance dynamics.


 Clearly communicate the “why” for the change / strategy. Assign a steering committee address concerns openly.


 Ensure that key contributors have sufficient time in their day. to work on the strategy

Strategy Planning


 Include subject matter experts into the planning process


 Assume no more than 10% more workload for key contributors (based on BCG), otherwise find a back fill


 Share progress updates with all employees often. Share excitement. And explain WHY change is coming and what’s in it for them


 Identify the ones that resist early and have separate conversations

Strategy Execution

 Assign initiatives to a team to ensure cohesive execution instead of piecemeal

 Deliver early and regular wins to build and maintain momentum. Celebrate.

 Regularly check in and monitor burnout or loss of motivation. Listen to their feedback.

 Communicate and celebrate often. Be transparent about pitfalls. share empathetically

Q & A

Let's do this!

Happy Cascading!

