Change
~~Management~~ Playbook
Enablement

For organizations ready to start their change journey.

- 30 points checklist to enable Change
- Additional Tips and tricks for success
- Practical and pragmatic

Karunesh Prasad

ChangeEt Al.
· PEOPLE · PROCESS · CULTURE ·
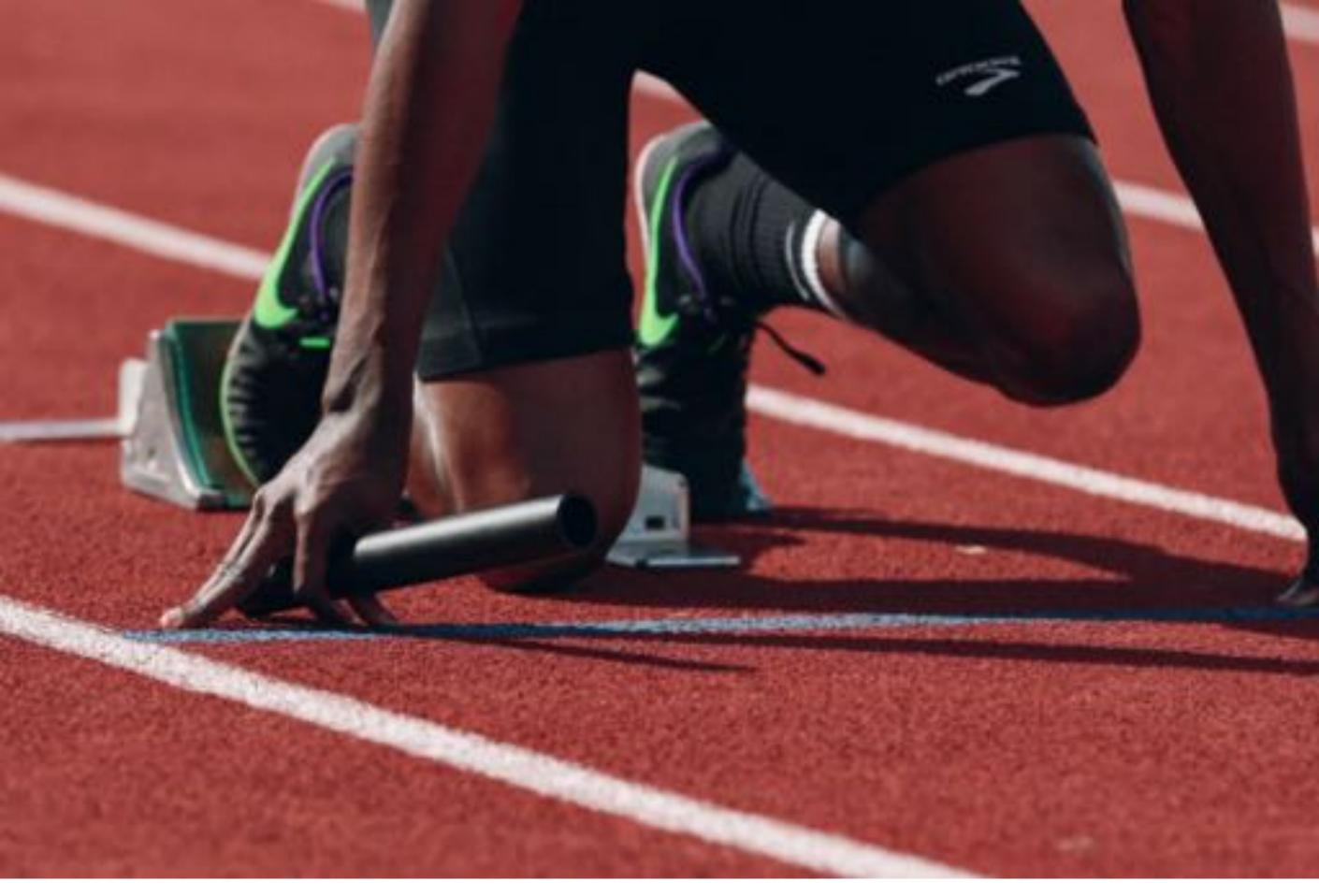
Your Change Enablement Playbook

In case you are starting a new Change Intervention, use this short playbook to make sure you are ready to make it a success.

This checklist has been designed to work on any type of change intervention whether it is Culture Transformation, sudden growth of your company, a new way of operating, a new organization design, ERP implementation or result of some type of M&A.

We have all seen many change interventions failing or not meeting its intended outcome. While we all need to learn from that, there is also a need to set up the Change Management intervention for success.

This handbook and checklist will help you have a good conversation with your top leadership team and help you scope out a solid Change enablement plan together.

ChangeEtAl.
· PEOPLE · PROCESS · CULTURE ·

Before you start your Change Journey

Sit down with your leadership team and discuss these questions or try and arrive at clear answers to these questions.

1. Why do you want to start this journey of Change? What are you hoping to accomplish?
2. Once completed which problems will you be able to solve?
3. What will success look like for you?
4. How convinced are the other leadership team members on this topic? How supportive are they?
5. Do we have the budget and resources to take on this Change journey?

Change Et Al.
· PEOPLE · PROCESS · CULTURE ·

Once you Get the initial Approval

In-principle approval is just an indication of intent that yes, we are ready to move forward. This is where the real work starts.

1. Create a high level Roadmap with milestones and timelines.
2. Go to all the key stake-holders and get their buy in, seek support and assign Change agents from their teams.
3. Create a critical mass of Change enthusiasts who will form the Project team.
4. Work with your leadership and Change Core team to draw out a detailed roadmap.
5. Get the sign off on the approach, roadmap and budget.

Change Et Al.
· PEOPLE · PROCESS · CULTURE ·

As you initiate Change

Your alignment is not complete unless the project team and leadership team are speaking the same language.

1. Organise sessions with the project team as well as your stake-holders so you speak the same language.
2. Train your team on Change management while you work on problem solving.
3. Create an additional group of problem solvers who will be the technical experts on Change you intend to achieve. e.g. IT folks for Digital intervention, HR team for Org design, Cross functional team for M&A etc.
4. Train your team on tools, techniques or processes to solve problems. E.g. Lean for Process improvement, Employee Experience for HR related changes , Customer experience for Customer centricity or simple facilitation skills to get buy in with larger teams.
5. Get this group in front of senior leaders often to make sure dialogue, communication and alignment across layers is solid.

Change Et Al.
· PEOPLE·PROCESS·CULTURE ·

Pilot and Sample

A Pilot is an experiment to test your hypothesis and be assured that your solution will work. The Idea is to fail fast and learn from mistakes faster.

1. Select a pilot area to test your hypothesis. This can be a department, a geography, a site as appropriate.
2. Create a mechanism for reviews, quick feedback, milestone misses. Ask questions around what can be done to clear the bottlenecks and barriers.
3. Check your hypothesis and make changes to your approach and plan if needed based on learning from the pilot.
4. Apply changes and make sure it works, Keep iterating till it is successful.
5. Celebrate success, recognise and reward team members and communicate the success to create excitement as appropriate.

ChangeEt Al.
· PEOPLE · PROCESS · CULTURE ·

Organization wide Deployment

This is where you start to accelerate and deploy the solution across the organization. You have tested your hypothesis, made changes and now you are ready to deploy.

1. Once your pilot is successful, you are ready for organization wide deployment. Get the larger team ready and appoint work stream leaders.
2. Conduct training if needed. Leverage experienced team from pilot so you can benefit from the experience of the pilot team.
3. Create your operating rhythm, review mechanism, escalation norms and decision making for deviations.
4. Start working on engaging more employees including those who are impacted directly or indirectly.
5. Create a mechanism to make sure you are continuously listening. Create support infrastructure for issues that come up. Coaching, counselling and support groups are normal to use at this stage.

Change Et Al.
· PEOPLE · PROCESS · CULTURE ·

Long Term Sustenance

1. After parallel run and successful pilot, please make sure all older process steps and SOPs are updated and old processes are eliminated. This includes reports, process steps, checks etc.
2. Do not allow short cuts if the new process is not working fully. Instead focus on fixing the issues.
3. Digitise as much as possible so there is less scope for deviation.
4. Re-create standard operating procedure or any other documentation as needed.
5. Bake in checks to make sure a continuous improvement program is built in and the new process is being improved.

A few additional Tips & Tricks

1. Help build the business case and present it to the CEO. They often have a goal in mind but need someone to translate this in to a project plan to get this going.
2. Don't get stuck on models, framework and theory. Use them to support your Change journey. Have a dialogue. Co-create solutions.
3. Think of People, Process and Culture simultaneously.
4. Make the leadership team accountable. Let them play a role as stakeholders.
5. Build and work on Change agility don't try to manage change.

Change Et Al.
· PEOPLE · PROCESS · CULTURE ·

4A™

| ALIGN | APPLY | ACCELERATE | ASSIMILATE |

CHANGE MANAGEMENT MODEL

Our Change Model and framework is the result of years of experience applying and experiencing multiple Change interventions around the world. We believe in the power of People, Process and Culture to enable Change.

Change Et AI

TOP

CHANGE MANAGEMENT

CONSULTING/SERVICE COMPANIES IN APAC - 2020

RECOGNIZED BY

HR TECH Outlook

Change Et AI.

· PEOPLE · PROCESS · CULTURE ·

KARUNESH PRASAD

Change and Transformation expert with over 25 years of experience working in USA, Belgium, Germany, Singapore and India. Karunesh held position like Global Head of Simplification, Culture Integration, Change and multiple CHRO roles. He is a certified Master Black Belt and Quality Leader on Lean Six Sigma, trained coach and a Design Thinking Practitioner.

Karunesh is the Founder and CEO of Change Et Al. A change management consulting company. He works globally with organisations supporting Change interventions, operating from Singapore.