The Change Management Framework is a good practices framework and knowledge platform for successful transformation.

RibbonWood.
Implements.

6 principles:

The Change Management Framework is based on agile transformation. 6 non-negotiable principles provide for balance between top down steering and bottom up development.

#1 Base your change on a vision: A vision serves as perspective and is a communication tool to the organisation. It consists of acknowledgement and appreciation of the current situation, the external reason for change (Why?), the goals of the change and the change strategy.
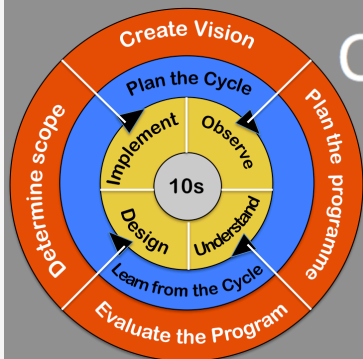
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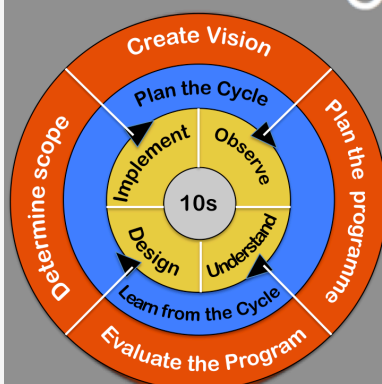
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Change Management Framework:

- Manage the programme
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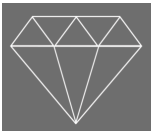
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Change Management Framework

RibbonWood. Implements.

The Change Management Framework is a good practices framework and knowledge platform for successful transformation

Introduction to change management:

An organization can be viewed from different angles and has various facets like a diamond. For organizations in transformation the 8 facets below matter most.
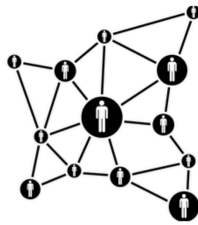
Behavioural change

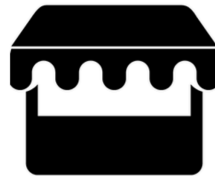Where the human factor matters most, transform by behavioural change

Formal organization

Structure & improve processes, deliver a vision, strategy & plan.

Informal organization

Understand the informal network, leaders and culture. Be present at informal mechanisms like coffee machine talks.

Environment

Know your market and customer. Continuously look for balance outside in and inside out.

Innovation

Anticipate on development. Invent new products and services. Follow the market and stay ahead, do not lag.

Implement:

Each facet needs specific interventions. To arrive at holistic change, when things start moving and reinforce each other, 3 additional facets are key:

Change process

Successful change needs a solid change process. The change process connects the various change aspects.

Leadership

Leaders are key as they are crucial for lasting change. Be aware of your influence, your style and your dominancy's.

Principles

A few clear and common principles make the change process easier, transparent & controllable.

Pitfalls:

There are many pitfalls and traps in practise. A proven framework with good practises prevents them as much as possible.

Lack of enthusiasm

Inability to enthusiasm people in the change results in lack of energy from the organization, which puts the change to stand still.

Insufficient inspiring vision

The vision is not appealing or ambitious enough and lacks future perspective and does not inspire staff, which makes the business lagging in the market place.

Loss of customer focus

Too much focus on internal processes leads to loss of customer focus.

Insufficient steering

Not enough coordination of change activities, which decreases the priority given to the change process versus other important business also needing attention.

Lack of focus & commitment

Not enough focus & commitment to actually want to change the organisation.

No execution

Make expensive elaborate plans & reports, which are never implemented.

Insufficient communication

Insufficient communication about the change making it a "secret project".

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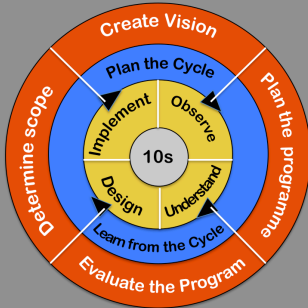
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Change Management Framework:

6 principles in more detail

Our definition of change management:

Change management is defined as changing the organizational structure or way of working. However, this is mostly not the main motive for change. Motives are found in ambitions like better control of the organization's primary (service) delivery processes, striving for the best customer satisfaction, being in the top 3 players, faster time to market from new products/ services or strategy implementation. Changing organizational structure and/ or way of working mostly is a consequence but not the main goal.

The origins of 10s:

RibbonWood developed the 10s framework which is a concrete 10 step (10s) plan to transform. 10s is based on good practises, visions & philosophies like Covey, Kotter, Senge, Agile, MSP, Lean and day2day good practises from our own change practise. 10s serves as a complete and modern guideline but is not carved in stone. The 6 principles however are always non negotiable.

The 6 principles in more detail:

#1 Base your change on a vision

A vision serves as perspective and is a communication tool to the organisation. It consists of acknowledgement and appreciation of the current situation, the external reason for change (Why?), the goals of the change and the change strategy.

A vision needs to enthusiasm, motivate & inspire people and serves as a beacon for decision-making and assessments of projects, progress and priorities. Is consists of:
• Appreciation of the status quo of the organization and what is already achieved.
• The "why" of the change: what happened that requires the organisation to respond?
• What are the goals of the transformation?, what is achieved when we are done?
• The change strategy: how are we going to change?, how long will it take, which scenarios are there?

A vision best consists of 2 documents:
• 3-5 statements on a one pager
• a vision story of 5-10 pages.
It serves as a basis for change and is based on fair process involving the organisation.

#2 Work with all people

People are the most important factor in successful change. They have the knowledge of the organization. It is key to arrive at a way to involve and work with all the people. People are often critical with respect to change. This is normal and logical. If an organisation would adapt to all impulses all the time it would be not successful.

Often a small group is front running embracing the change, but a much bigger group is critical towards the change. Taking on a small group of enthusiastic people, the "leading coalition", and elaborating the group based on early successes is a good way to start but not enough. Employees will not take this seriously. The communication needs to be two way Involving the entire organisation and people can, for starters, be done via "linking-pins" like line managers and "change agents". They will coordinate with all staff. A presentation or e-mail from time to time is not enough. Employees will not take this seriously. The communication needs to be two wayand consultation should be permanent so people can share ideas and influence the change process. Therefore, dialogue sessions and internal social media should be added.

#3 Create a rhythm for change:

Defining smaller changes (sprints) of 3 months creates a rhythm for change. Each 3 months is started with a plan session: what needs to be realised in these 3 months to get closer to the overall goal? Every 3 month cycle is closed with a retrospective: what have we realised?, what did we learn?, what was not realised and why? A rhythm for change is crucial in many ways since realising the change is at least as important as the operational processes.

Realising the change is at least as important as the operations:
Changing involves the people in the organisation. And they work dominantly in the primary and operational processes. Operations are always important and urgent. The change process is also important, but mostly can be done tomorrow as well. And this will always be the case. The main reason transformation goals are not met is due to failing to create enough urgency for the transformation goals. This can be overcome to stick to 3-monthly deadlines.

Take responsibility:
Apart from creating urgency to transform, we also introduce another process: planning for the next months by the people who are responsible for the implementation. This same group of people also reports back the results and failures to each other during the "retrospective". Thus creating peer pressure, which works stimulating. Also, most importantly, these people plan the change themselves and are therefore committed to realising results.

Act on new insights:
It is not possible to predict everything for a longer period in detail. Adjusted or new insights arise on the way. Also, external developments may occur requiring reactions. As a guideline the 10s framework can be used. By evaluating each 3 months and plan for the next quarter a structured cycle of adaptation is achieved.

#4 Dare to change:

Starting point is daring to look at the entire chain of delivery processes. This takes guts. Internally there are as many managers, and thus opinions, as there are links and processes. These forces are discouraging: what is the success rate when so many managers need to be involved? Will they delay the change? Is my opinion or input appreciated?

Also, changing can be painful. Structural interventions are necessary. This may imply addressing people on changing roles, responsibilities and performance. And sometimes even job loss or relocation in a different area or role. Cumbersome processes we, as humans, would rather avoid. Not giving in to taking an easy short-term way out takes courage. In the end, progression cannot be stopped so it is better to come to terms with the nasty part of change early and take actions.

Last, a good change is holistically designed and executed. It is no good to look at the different system parts in isolation. People operate daily in a system of processes, culture, managers and employees. For lasting change, the systems need to adapt. Employees will also assess the change process with this perspective. Again, this takes a daring attitude since steering with a holistic view is more complex than managing the individual system parts.

#5 Transparency

The key of successful structural change is to visualise and measure the change (progress). Especially publish internally with visible "scoreboards" on process & chain performance, the contribution of chain & delivery partners, implemented improvements, new clients or orders etc. Like in sports it helps and is fun to keep the progress.

#6 Anchor the change

It is no secret that you need to implement the plans. In order to be successful, implementation commitments need to be made at the end of the design phase. How do you track that everybody delivers on the agreed arrangements? Most people have good intentions, in practise however it is extremely difficult to keep the promises made. A good secure & safeguarding process helps. This should be done cyclic, in a rhythm, not just at the end of a multiple year change process.
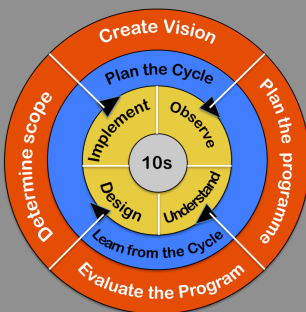
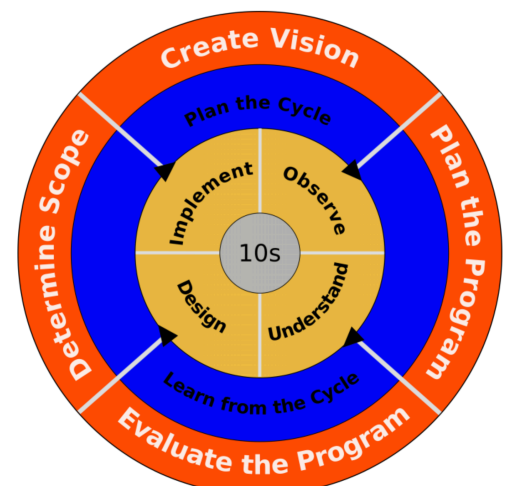# Change Management Framework:

# 10s

A practical approach:

Change management 10s is an agile change approach and consists of 10 steps (10s). A change approach does not need to be complex. This does also not mean that changing is easy. Changing means adjusting existing and often deeply rooted patterns. And this is never easy. The visualisation of the 10s model was designed in English so it could be used in international contexts as well. After some years the need arose for a full English translation just like the Dutch version which as been so successful. This is that document.

The general change phases:

10s has three phases: "Manage the Program" (red), "Manage the Cycle" (blue) and "Change the Company" (yellow). The model is based on the combination of planning & developing activities and unites both top-down and bottom-up processes. The (executive) Management will want to steer the change process: define preconditions, set goals, assign budget etc. But real change cannot be dictated. It happens bottom-up. Lasting change needs enthusiastic people believing in the change perspective over a period of 2-5 years. It is not possible, even contra productive, to design this entire process in detail with respect to end results and whatit will bring along the road. But it is realistic to manage a change in cycles of 3 months. This does not mean all changes need only 3 months since many need more time. Like transforming or removing legacy (IT) or changing behaviour. Bigger transformations might need more 3 month-cycles over a period of several years. 10s allows organisations, whilst changing, to deliver tangible results during these 3 month-cycles and run the change process at a maximum speed.
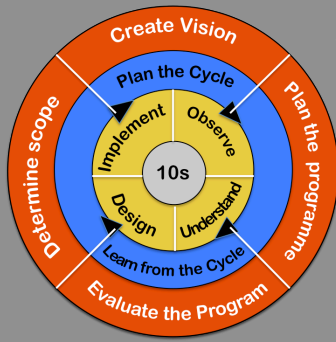
Change Management Framework:

- **Manage the programme**
- **Manage the cycle**
- **Change the company**

#1 Manage the programme:

Each change is a programme regardless of how the governance is organised. There is a goal but it is not possible to describe all the deliverables in detail. It will keep you from having an open eye for new suggestions arising during the process which are better, are overlooked earlier or deliver faster results. Is advisable to write a "programme plan" describing minimum requirements for the two next phases. Sometimes there is internal resistance for writing such a plan. Mostly by a desire to "resolve the change in the operational line organization". Owning the change is a critical success factor but management teams need to be involved in the change in order to own it: what are the goals, what is the scope, what deliverables are expected, when is it done, how long does it take, what is the budget etc.? These questions and answers can also be written down in minutes of meetings only. In practise this always leads to a lack off overview and loosing track of decision-making. From our view and experience, a programme plan should always be written and a programme manager should be assigned. This does not take away the role and responsibility of operational line management to own the change. It just safeguards decision-making and good discussion on progress and results.

#2 Manage the cycle:

With 10s each cycle takes 3 months. This works out best in practise. The cycle starts with a planning session to "plan the cycle" and determine the focus for the various action owners in the next quarter. In this session the action holders set the deliverables and related activities, which are necessary to achieve the quarterly results. Deliverables can be many things, like: design and implement new ways to organise with smaller teams, tackling 10% lagging ICT maintenance or define a new project steering. Joined planning creates commitment for agreements and targets. Within the cycle various control systems can be punt in place depending on the situation, change phase and complexity of the change. Implement 10% of lagging ICT maintenance e.g. might be done with a 2 weekly steering committee. Designing and implementing new organisation forms have more risks, dynamics and sensitivities. They might need 2-3 short meetings per week, one ore more "task groups" and a "sounding board". Task groups are responsible for delivering the change results. It is a good option to meet regularly, maybe even daily, to track progress by means of a "status board". Task group members indicate their progress, planned actions and blocking factors which need help or interventions. A "sounding board" is quite different; it consists of various people from different departments and hierarchical levels. Their goal is having a dialogue on change goals and perspectives of progress.

#3 - Change the Company:

This is the core of the change management framework. The company is observed based on the earlier determined vision, focus and scope. The desired situation, which is described in the vision, is set off to the current situation. This can take many forms. Like analysis of the current organization, processes, organisation structures, people and means in a workshop. Or measure the performance & output of the organisation and departments by internal and external customer satisfaction surveys. But also by direct observation of real time behaviours of people in meetings and department activities and encounters.

"Observe" means to measure and determine symptoms. "Understand" is to diagnose. What is going on? What are underlying patterns? Sometimes observe and understand Are executed in the same time frame. This can be done by means of a workshop in which both the current situation is observed and analysis is carried out.

Once there is a good understanding of what is happening, the desired situation can be designed. This can behold new processes, organization structures, knowledge, behaviours, skills, and technology. It can be done by the same team as during "Observe" and "Understand". For example in the case of an improved process including desired behaviours of people and supporting ICT systems.

Implementation addresses questions like: how do we bring the new design to the people? This is easier when there is a "leading coalition" in place with people from involved departments. Most of the time, a new concept needs to involve an even bigger group. This requires various actions. Examples are communications by the manager(s) of the involved department(s), departmental trainings and assignment of coaches.

One of the most important questions to ask during implementation is how the change is safeguarded. A steering committee in this phase has to accept or deny deliverables. This is a new stage in the change process and can be hard on the members of the committee. It can be helpful in these first months to assign a neutral observer and/or coach to the steering committee to facilitate delivering on commitments. This can also be done later on in the process but is less powerful. If realistic and feasible, the coach can take on the natural role of secretary.

When safeguarding agreements, we are back to "Observe". By giving feedback the coach preserves the agreed arrangements. The coach observes the behaviours, does analyses ("Understand") and might adjust the "Design". Which is again followed by implementation.

Change Management Framework:
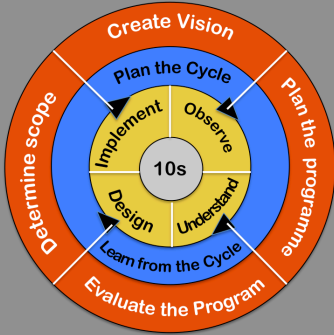
10 steps: Determine scope, Create vision, Plan the programme, Plan the cycle, Observe, Understand, Design, Implement, Learn from the cycle, Evaluate

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#1 Determine scope (Manage the programme)

This first step takes generally 2 weeks and is, apart from evaluations, only done once.
3 actions should always be taken in this step:
- Determine the assignment with the internal client/sponsor stating which goals should be achieved and other important situational information. This can be the starting point of the organisation and current situation, relevant history, preconditions with respect to time and budget etc.
- Also, the key involved stakeholders (maximum 10) should be identified and interviewed in this phase. They are asked about goals, their perspective on current and desired situation and blocking factors/bottlenecks. This involves both the formal and informal organisation (culture).

Findings should be presented to the most important stakeholders, often the (executive) management to create a shared view on the current & desired situation as well as assignment. The concrete deliverable of this first step is a **"Scope document"** which concludes current & desired situation, goals and preconditions.

#2 - Create Vision (Manage the Program)

Creating a vision is a creative thinking process in the organization. It can have different timelines but mostly takes 2-6 months. It is important to devote enough time and attention to his process since it is done with the relevant stakeholders and their support is crucial. This does not mean the whole vision has to be written down in detail for the programme to be able to start.

The single most important action in this stage is to make a "vision document", which is shared with all relevant stakeholders ("leading coalition"). The management team usually leads this process.

The **"Vision document"** is the only deliverable in this stage. It serves as a communication tool and should enthuse the organisation, motivate and inspire. It is a reference for the organisation and people for decisions, current workload and projects and consists of four parts:
- Appreciation of the current organisation and achievements.
- The reason for change (the "Why"): what is happening in the market place, which requires the organisation to react?
- The change goals: what is the desired situation and results?
- The change strategy: how are we going to change, how long will it take and which scenario's will be followed?

Sometimes it is helpful to do a SWOT to formulate the vision. It contains strengths & weaknesses (internally) and opportunities & threats (externally).

Communication of the vision is best done in two ways:
- A short vision statement 3-5 sentences/short paragraphs.
- A more elaborate story from 5-10 pages.

#3 - Plan the Program (Manage the Program)

This step should usually take 2-4 weeks. With 10s 2 weeks is more common since in the 10s philosophy planning should not be overdone. But some time is needed for a base line planning. Actions during this step are:

Making the **"Programme plan"**: goals should be translated into a feasible business case including priorities. And this takes intensive dialogue time with the various stakeholders and internal client/sponsor. During this phase it makes sense to test the necessary preconditions for successful change:

- Is there enough sponsorship with the (executive) management and internal client/sponsor? Are they ready for difficult interventions should the need arise?
- Is there sufficient insight in the whole process and what it takes to get there?
- Are necessary funds dedicated to the change?
- How is the sense of urgency with the (executive) management and internal client/sponsor?
- Are the (executive) management and internal client/sponsor also ready to make some changes themselves?

The programme plan is the main deliverable in step 3. It contains: Direction (vision & strategy, market developments), scope, organisation (processes, people, means), business case (current & desired situation), stakeholder analysis, issue & risk management, planning, backlog and communication. Especially, the importance of a clear view of the desired end situation should never be underestimated. It is closely linked to the "Vision" and is a very important reference point for the organisation. Also, it is a tool to measure the progress of the transition.

The business case, backlog and stakeholder analysis are also deliverables themselves and part of the programme plan:

- A **"Business case"** contains benefits and investments, alternative solutions for the desired situation and financial scenario's of continuing the current status quo versus investments. The desired end state, when the change is completed, should always have a positive return on investments (ROI).

- The **"Backlog"** is an integral part of the programme plan and comes from the scrum method. It consists of product descriptions, which should be delivered by the programme. Products are determined by cascading the main goals into sub goals and end results into product descriptions. Various tasks are needed to define and deliver these products. The backlog generates a clear overview of this breakdown into the smallest level possible. If this is not feasible for some goals & products it should be skipped and done in a later stage of the programme. The backlog is a relatively stable list, which is the source of progress scoreboards and reporting.

- A **"Stakeholder analysis"** should always be part of the programme plan: who has which interest and influence both in the formal and informal organisation? Who should be involved where and who decides on what?
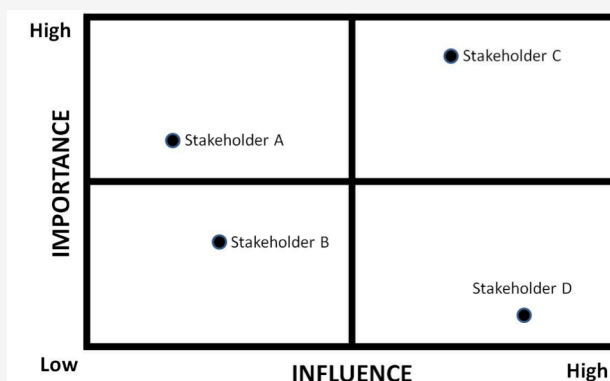
#4 - Plan the Cycle (Manage the Cycle)

This is the first step in a cyclic process. It can be done in a half-day workshop and returns on the agenda every 3 months. A cycle takes 3 months because this is the most practical and confortable frequency in practise. Each 3 months, a new "cycle plan" is made bringing focus based on the overall planning en backlog items. In these sessions, key action holders participate.

A **"Cycle plan"** is the main and only deliverable of this step and contains:
- a list of deliverables including related goals, activities and a clear definition of "done" (how does it look when it is done)
- budgeting
- planning
- progress score-board or reporting

#5 – Observe (Change the Company)

"Observe" is the first step in the first cycle of three months. The 3-month cycle should be repeated until goals are met. The phases "Observe", "Understand", "Design" and "Implement" are executed per action. They are smaller cycles within the 3-month change cycle. And they do not have a fixed time frame. Several actions are taken during this step:

Observe:

To "Observe" means to listen and observe the current situation: what really adds value?, can we detect waste?. This can only be done if there is enough understanding of current processes. Based on 10s the current situation should be observed. Methods are:

- **Observe in practise:** sometimes even literally when observing the activities of an employee or group of people and sitting next to a(n) employee(s), go with a group/department/team for a day or attend a meeting. In case of a sales process including employee behaviours, the Lean Muda's (waste detection) can help as a checklist:
  - unnecessary transport
  - unnecessary inventory
  - unnecessary movements (walking or searching)
  - waiting
  - over processing
  - overproduction;
  - defects (mistakes & rework)

Watch the work in progress: how are responses to clients?, are conversations followed up?, do employees work follow a structured approach?

- **Interview:** the same sort or additional information can be gathered in interviews.

- **Measure:** also, measurement can be informative like numbers of customer encounters, conversion ratios, sales per period and qualitative sources like employee or customer satisfaction surveys.

Coaching (reflecting):

Coaching and reflecting as an activity is done once the first cycle is executed. At the end of the "Design" step, arrangements are made on how to safeguard agreements are met in practise. Coaching can be an effective tool to check implementation in practise or it can be done on the job as a training intervention.

Researching:

This means doing document research e.g. when looking into (financial) performance of a department: how is the department doing?, what is the productivity?, does the department contribute to company results?, how is the governance organised?, which performance indicators are used?, how does the unit score on these indicators?, is this in line with expectations?, etc.

Deliverables can be:
- **"Work-concepts"** (optional): in the case of investigating the delivery steps of a train transport or an insurance product, you need to know the necessary process steps. In organisations where these are described and available, they can be studied and summarised to make available as work-concepts.
- **"Waste-list":** the identified waste in the current process steps are uniquely numbered and assessed on impact and priority.
- **"Measurements":** if there is not enough information on current performance of organizational units or delivery chains, additional reporting needs to be generated.

We advise to at least always use a **"Change monitor".** In the phase "Vision" a vision document is made available. It usually contains "key words" which can be used as a reference to measure the performance. For example by asking a group of selected stakeholders to make assessments on a 5-point scale, which should be repeated every 3 months. Ideally just before "evaluating the cycle". Attention should be given to trends in the development of the measured performance criteria and be sure stakeholders are asked to motivate their scorings.

#6 – Understand (Change the Company)

Understand (action):
Analyse the information of step #5 and drill to the core of found issues. What is really going on in practise?

Process analysis workshop (action):
This is an effective way of working to combine observing and analysing in a half-day workshop on brown paper. Maximum 5-8 people are invited to draw up processes including waste and points for attention using visual "evidence" materials like e-mails, reporting etc. These types of sessions create enthusiasm and energy to build leading coalitions. Also, buy in is generated for the work-concepts and waste-lists. The workshop is always done at least twice: first with the employees without the management and also one with just the management. Focus with the management will be on the governance of the process. Separating these 2 groups delivers more relevant information on what works well and where the improvement potential lies.

Work-concepts & waste-list (deliverable):
The work done in the previous step on observing is now analysed and interpreted. Important is to separate face value solutions from deeper lying structural causes and bottlenecks. Sometimes it is necessary to update the work-concepts and waste-list since underlying causes are clearer now which can affect priorities.

Recommendations (deliverable):
The waste-list is analysed and translated into a list of recommendations aligned with the goals.

#7 Design (Change the Company)

There is only one activity and deliverable in this step:

Process Design Workshop (activity):

The process design workshop is the follow up of the process analysis (workshop). In practise, they can be held with one week in between. This is also a brown paper session in which the output of the process analysis workshop is further prioritised and underlying causes are investigated. Based on this knowledge, the processes are drawn up. Like before, this is done first with the employees and followed up by the managers. With the managers focus areas are: what are the goals?, which are the performance indicators?, which information do I need when?. The workshop is not limited to process improvements. In a transformation project important questions are: How do we organise the change?, how do we set up the governance?, which facilities do we need?

These workshops always generate enthusiasm and involvement, which is needed for the next phases of change. Until this step in the transformation process, everything is still relatively "easy". Going forward you will want to make sure new (process) agreements are kept in practise. Therefore, asking all workshop participants how they think arrangements should be safeguarded is a good idea at the end of the workshop. During this timeframe, people are inclined to comment, suggest and commit. Interventions like Quality Assurance, types of coaching or process facilitation are quite common and helpful.

Design (deliverable):

In this phase designs are made for processes, organisation (units), behaviours, knowledge, skills and teams. Attention will be given to using one or more scrum principles like the plan board, integrated self-steering teams, product owner and cyclic processes. These ways of workings can significantly speed up the change process. For example the plan board creates transparency, stimulates team performance and facilitates budgeting, planning and monitoring.

#8 - Implement (Change the Company)

Actions and deliverables in this step are:

Adjusting, education, instructing, coaching and serious gaming (actions):

By know we have learned a lot of the nature of the change process and implementing can be done in many ways. In this stage of the transformation process, selecting the right interventions is feasible. But take a situational and flexible approach: if groups of employees already participated in the design workshops, it is enough to add the employees and managers who did not and involve them in outcomes and agreements. Additionally, checks should be done to make sure preconditions are in place for implementation of the made arrangements. If for example new reward systems need to be implemented, a short analysis of the current and new situation (ist & soll) should be part of the implementation plan. Other implementation techniques are: story telling, training and (management) games. In all situations and in all times it is necessary to communicate on what is going to change and when.

Forcing a breakthrough (action):

Changing is never without pain: team compositions might need to change, management mutations can be necessary, some people need to sacrifice power, other people want to stay as and where they are etc. These types of situations need to be dealt with. Preferably by the operational line organisation. More often than not this involves the higher management itself. Therefore, it is important they already are committed to the change in an earlier stage and willing to sacrifice and intervene. This also sends a message to the entire organisation the change should be taken seriously. Which has a positive and stimulating effect.

Implementation plan (deliverable):

The implementation plan is a facultative product in 10s. If needed, it involves the activities and governance necessary for arriving at the desired situation.

#9 - Learn from the Cycle (Manage the Cycle)

Retrospective (action):

This is a half-day workshop also called "retrospective". Retrospective learning is important for development and progress, which is important in change programmes. Key participants of the change programme attend and pay attention to:

1. Did I deliver in line with commitments? See earlier made "definitions of done"?
2. What did I learn? Was the process followed effective and efficient and how could it be better next time?
3. What blocked me?

Cycle report (deliverable):

The "Cycle report" consists of a list of delivered products or their progress status, the learnings from the cycle and an overview of progress of the backlog and business case.

#10 - Evaluate the Program (Manage the Program)

This activity generally takes one or two weeks and the main deliverable is the "evaluation report".

Evaluation report (deliverable):

In the "Evaluation report" the results are defined by comparing the reached situation to the desired end situation and business case. It also contains a list of delivered products and open actions points.