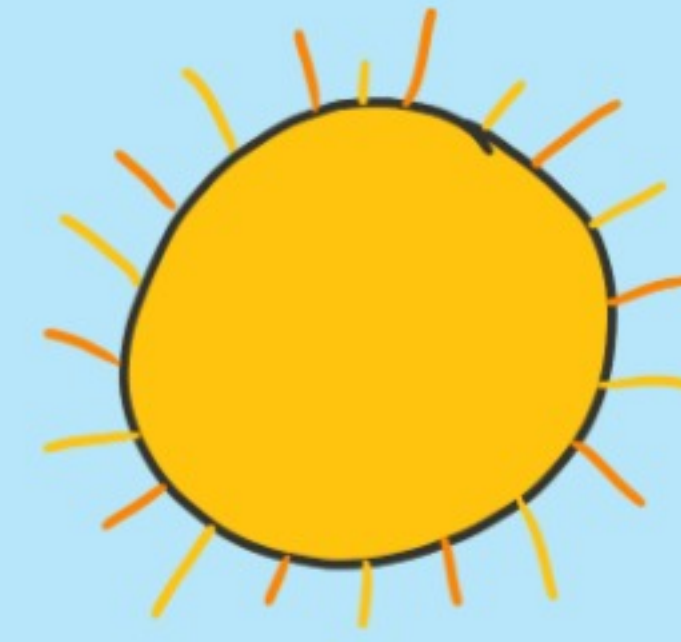


Enabling Change Agility

Learn How to Craft an Adaptive Approach to Transformation



Caution



Ken Rickard

Flying People



Jason Little



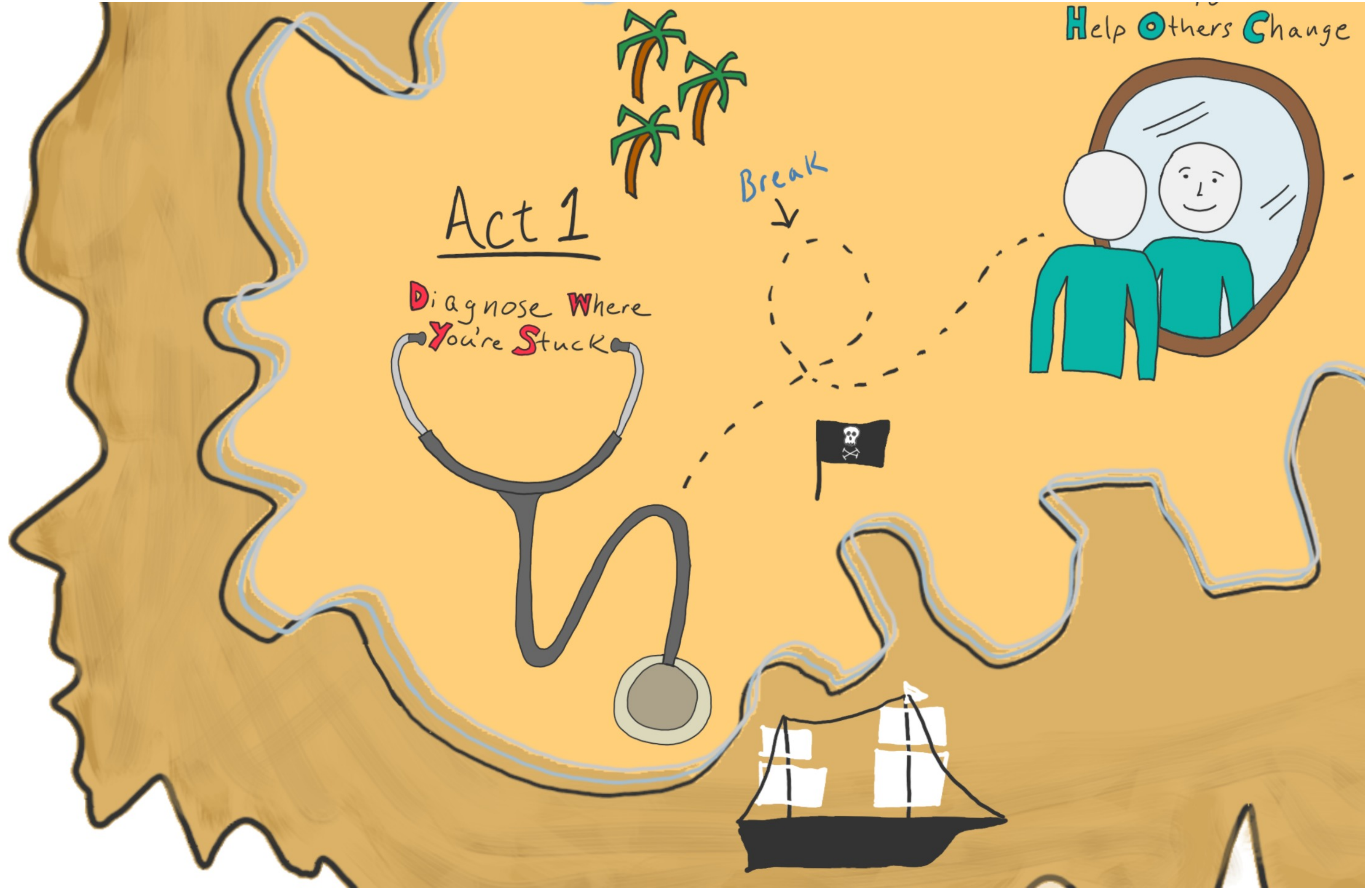


Help Others Change

Act 1

Diagnose Where
You're Stuck

Break



Jiggle
Things Loo

Act 2

Change Yourself
to
Help Others Change



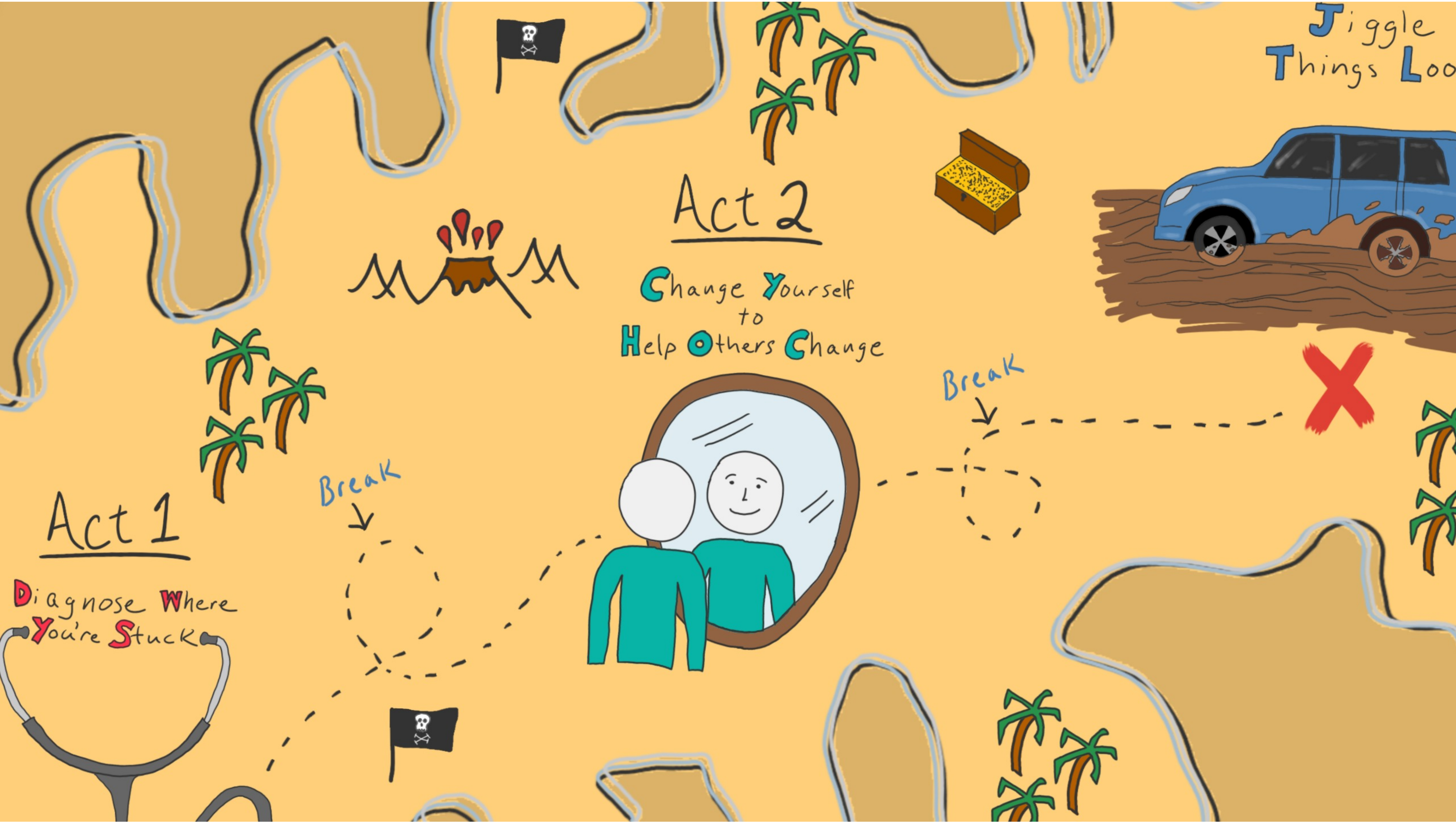
Break



Act 1

Diagnose Where
You're Stuck

Break



Act 3

Jiggle
Things Loose



Act 2

Change Yourself
to
Help Others Change



Break



Act 1

Diagnose Where
You're Stuck

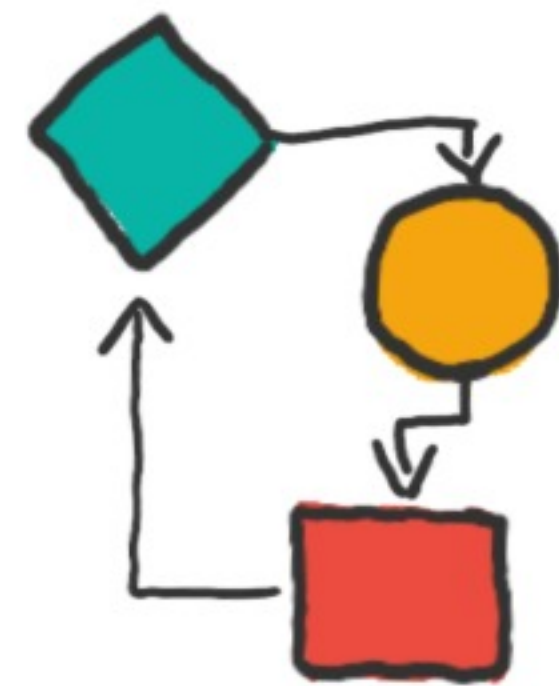


5 Levers of Change

Technology



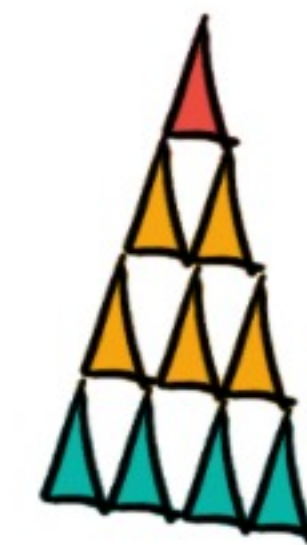
Process



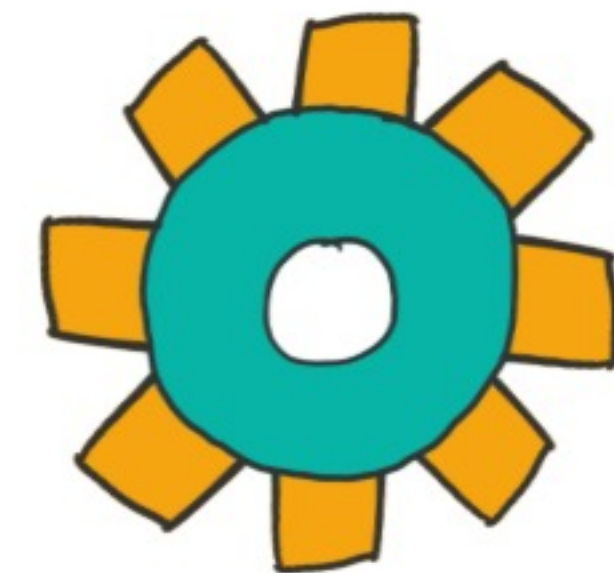
People



Structure



Strategy



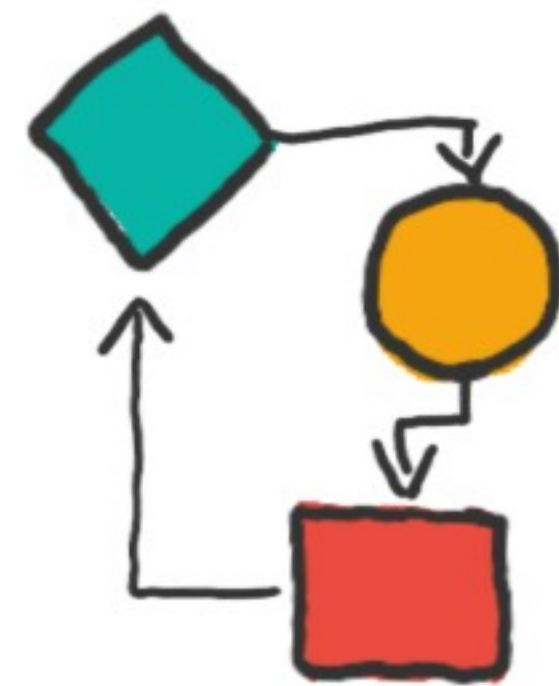
5 Levers of Change

Which ones get the most attention at your Organization?

Technology



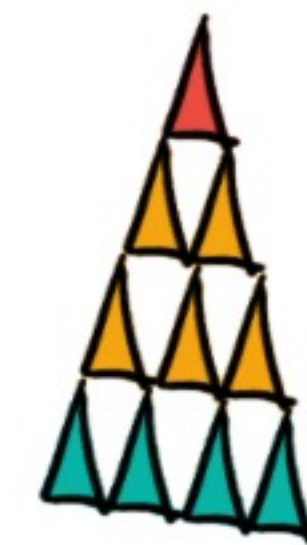
Process



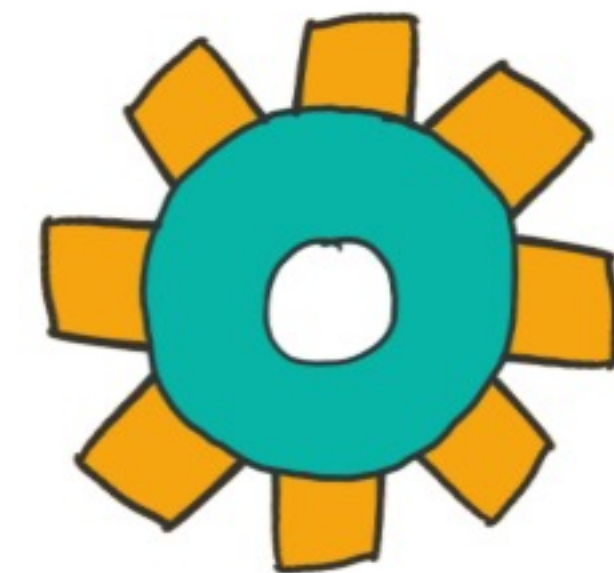
People



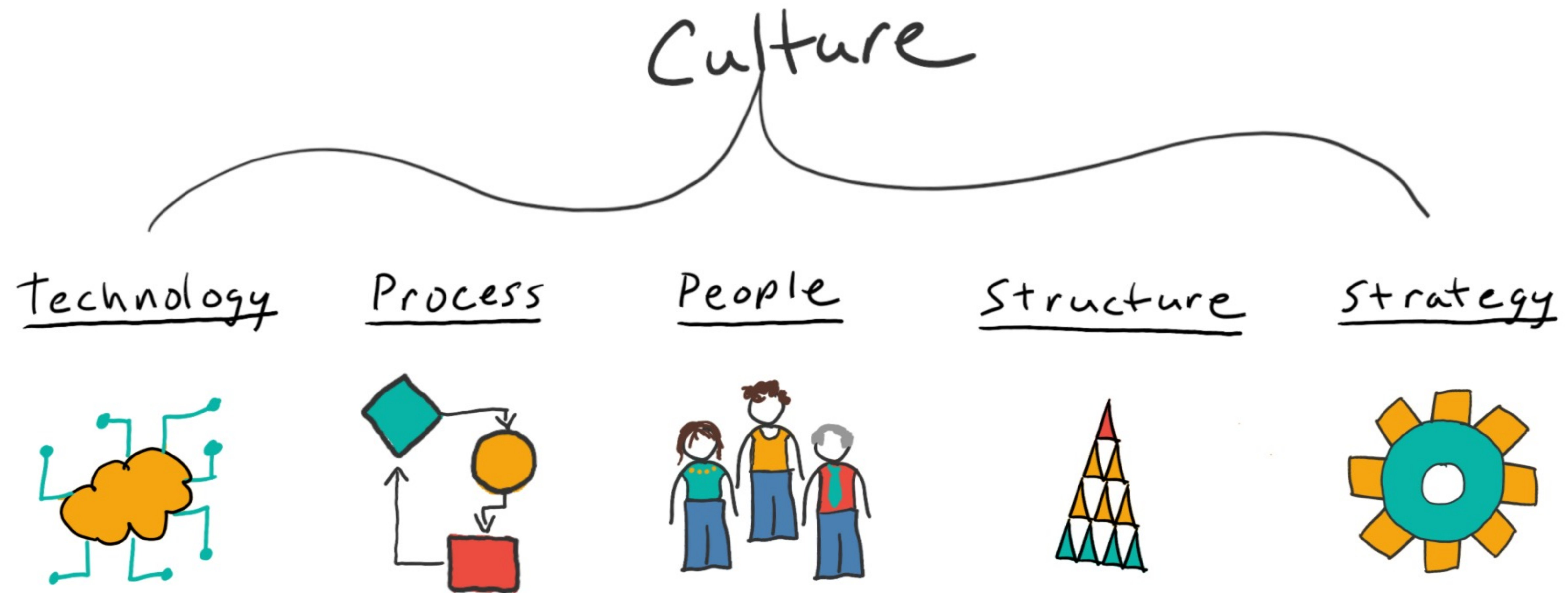
Structure



Strategy



5 Levers of Change



Culture

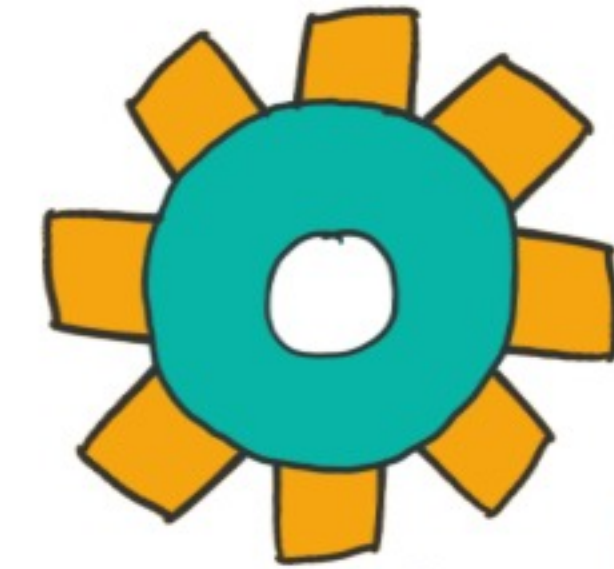
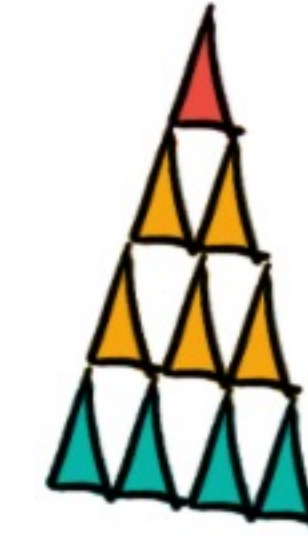
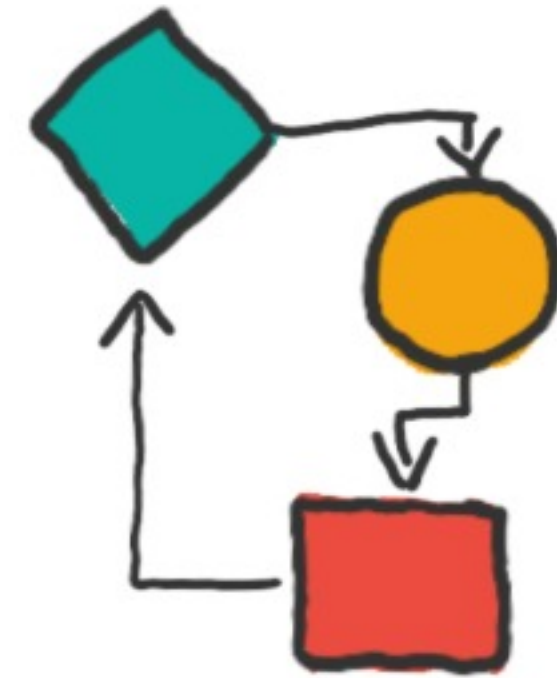
Technology

Process

People

Structure

Strategy



more
Visible
Easier
to
Change

Less
Visible
Harder
to
Change

Culture

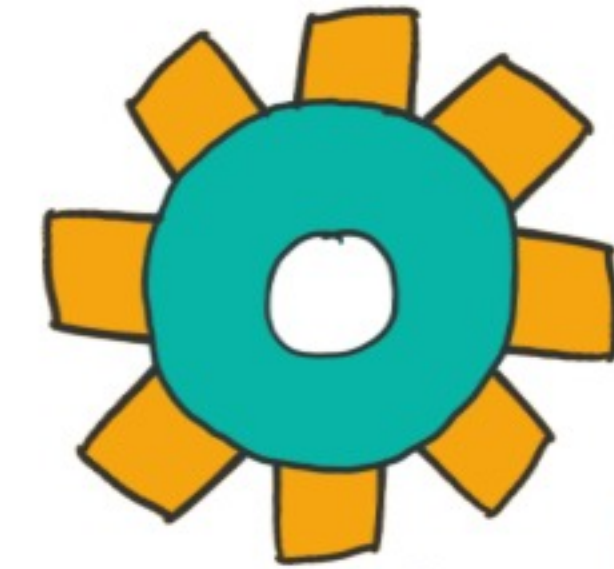
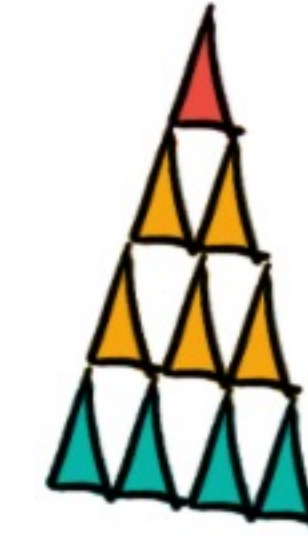
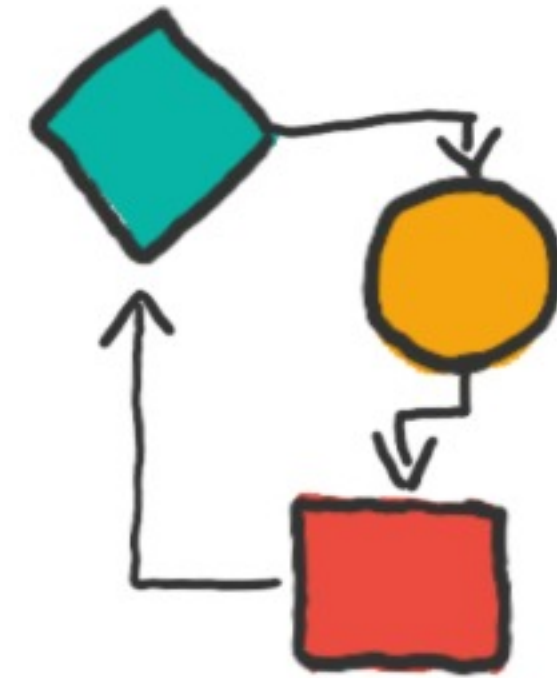
Technology

Process

People

Structure

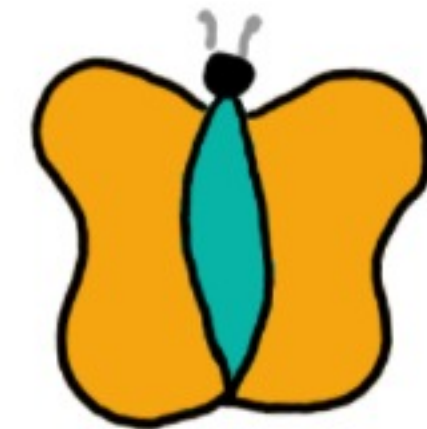
Strategy



more
Visible
Easier
to
Change

Less
Visible
Harder
to
Change

Transformation



More Focus

Less Focus

Culture

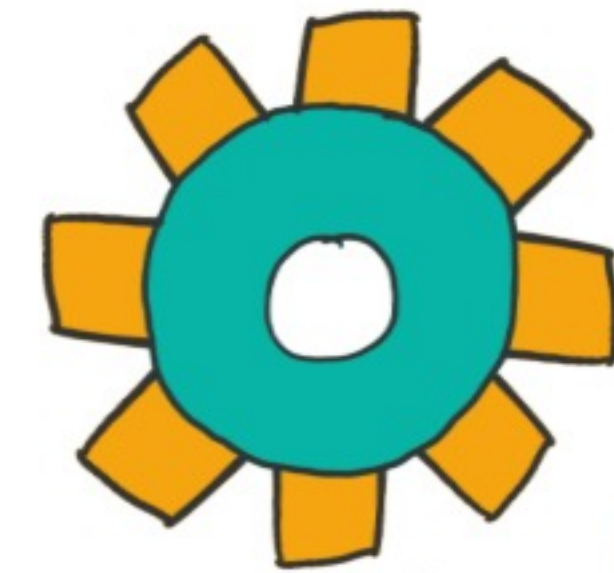
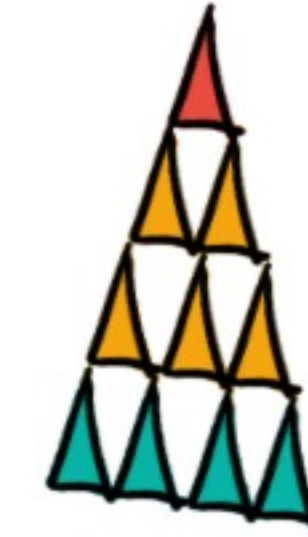
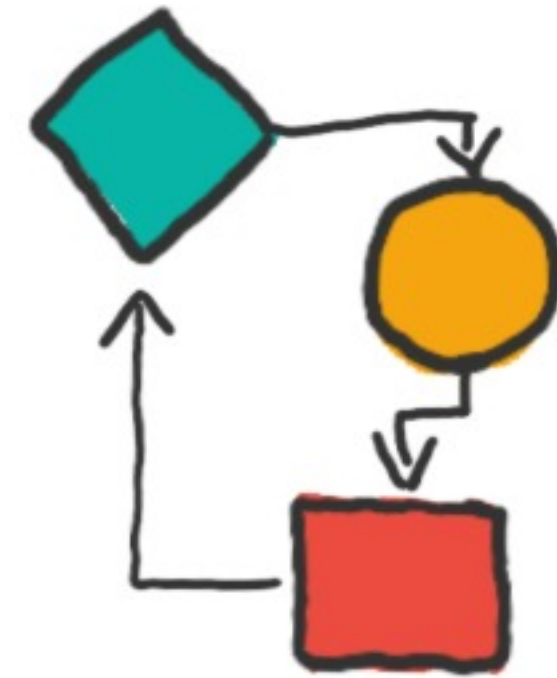
Technology

Process

People

Structure

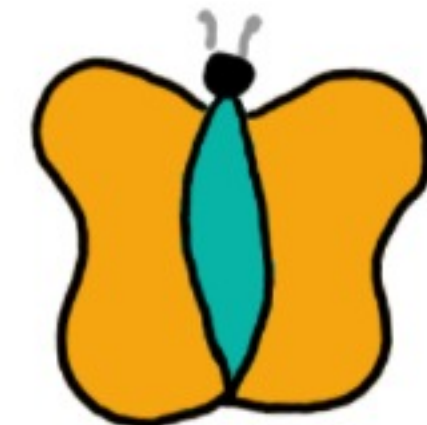
Strategy



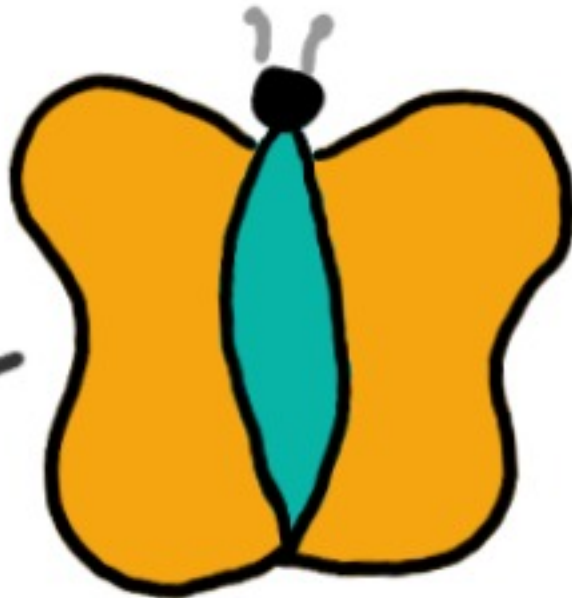
more
Visible
Easier
to
Change

Less
Visible
Harder
to
Change

Transformation

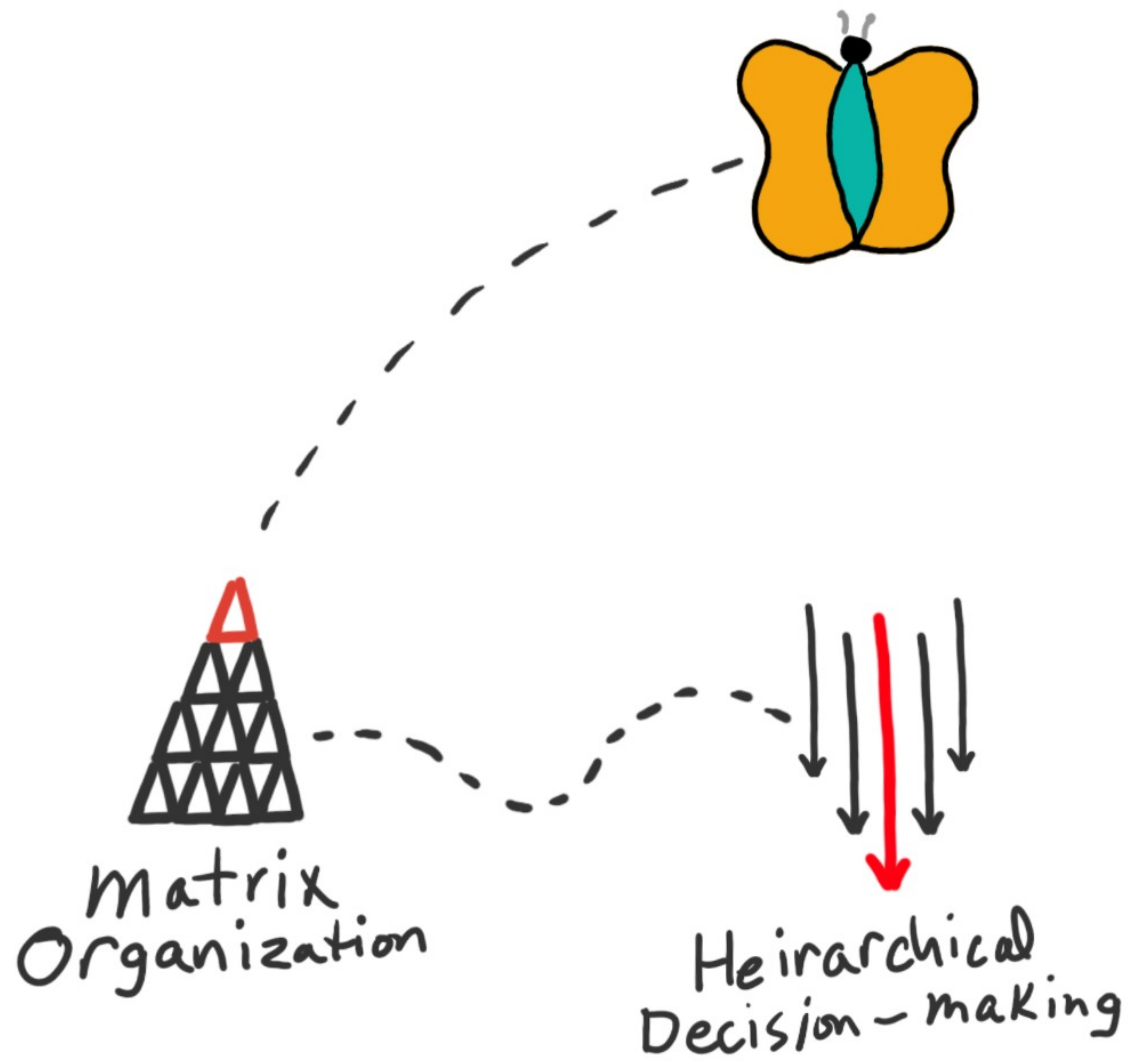


Transformation

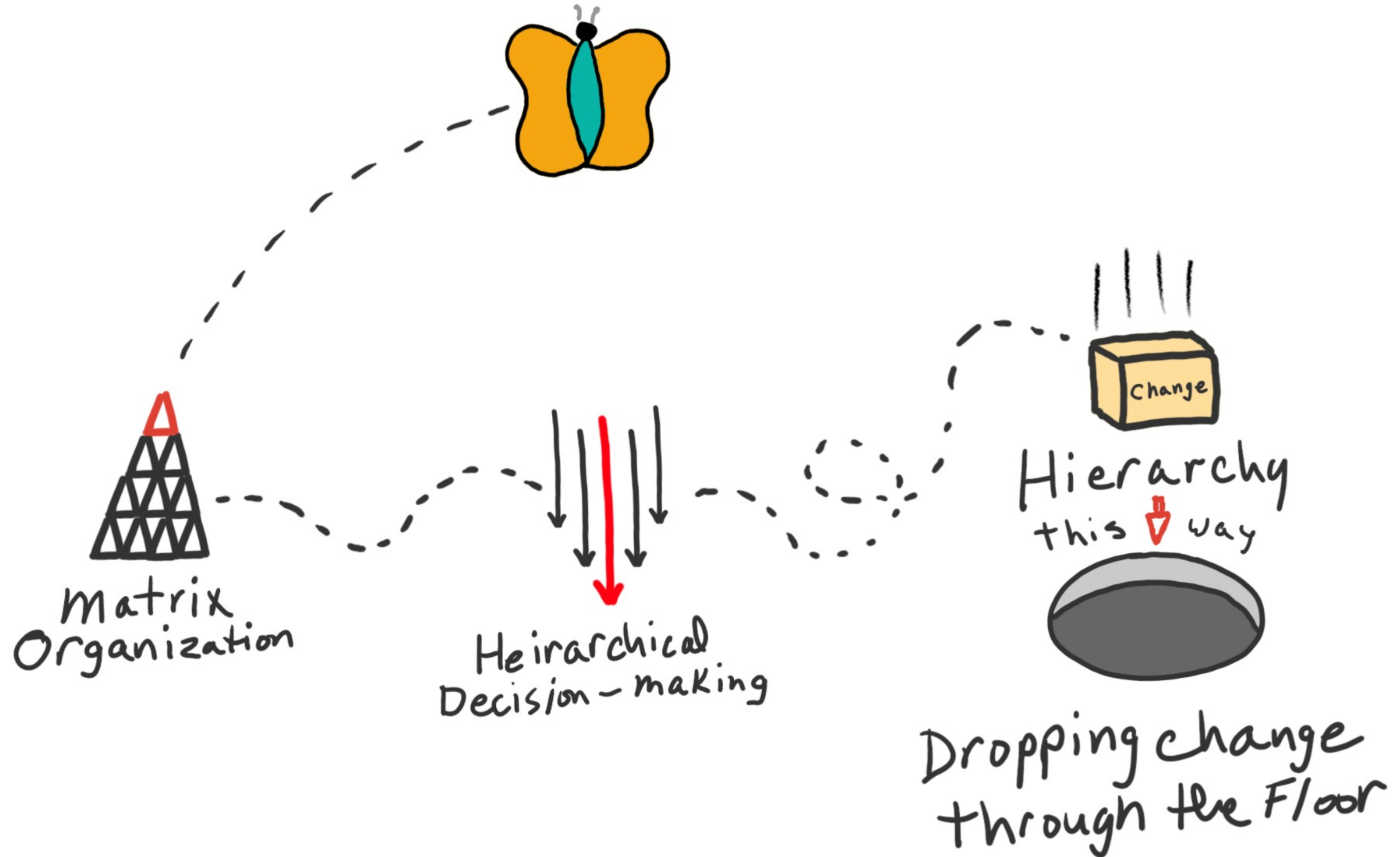


Matrix
Organization

Transformation



Transformation



Conformity
"We succeed through control"

Winning

"We succeed through Competence"

Conformity

"We succeed through Control"

People

"We succeed through *collaboration*"

Winning

"We succeed through *competence*"

Conformity

"We succeed through *control*"

Adaptability

"We succeed through **Cultivation**"

People

"We succeed through **Collaboration**"

Winning

"We succeed through **Competence**"

Conformity

"We succeed through **Control**"

Laloux's Org Altitudes

+ Schneider Culture Model

↓
Adaptability

"We Succeed through **Cultivation**"

People

"We Succeed through **Collaboration**"

Winning

"We Succeed through **Competence**"

Conformity

"We Succeed through **Control**"

Laloux's Org Altitudes

+ Schneider Culture Model

Agile = Better **Adaptability**
"We Succeed through **Cultivation**"

Agile = Better **People**
"We Succeed through **Collaboration**"

Agile = Better **Winning**
"We Succeed through **Competence**"

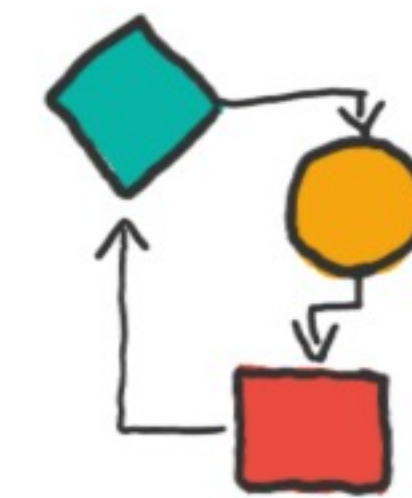
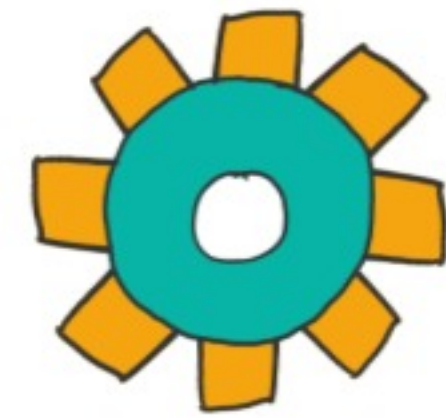
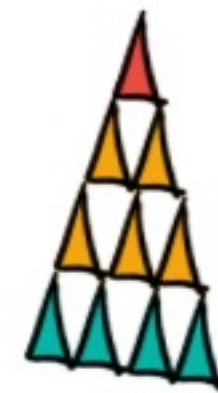
Agile = Better **Conformity**
"We Succeed through **Control**"

-er **Adaptability**
"We Succeed through **Cultivation**"

-er **People**
"We Succeed through **Collaboration**"

er **Winning**
"We Succeed through **Competence**"

er **Conformity**
"We Succeed through **Control**"

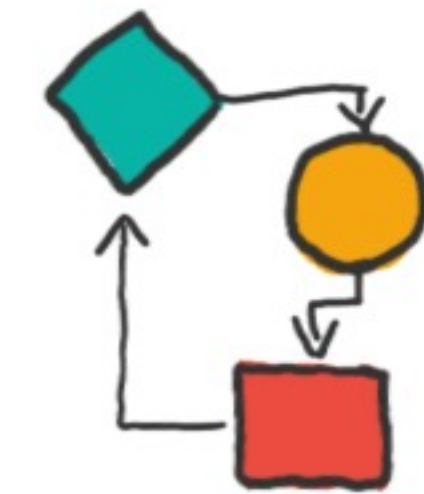
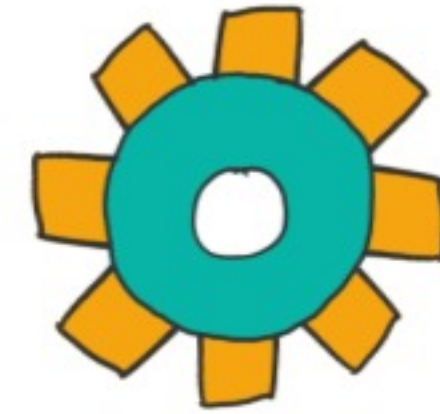
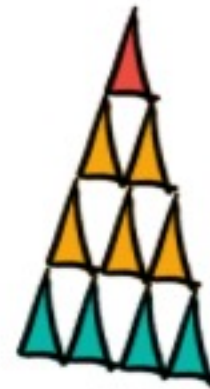
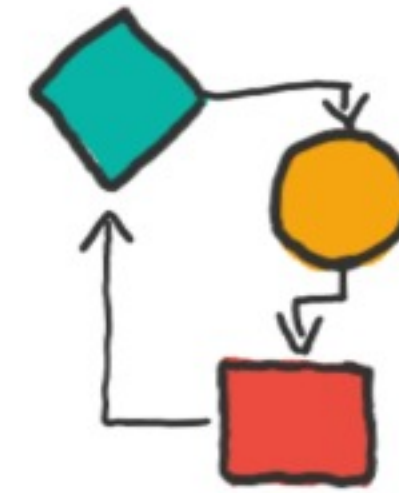
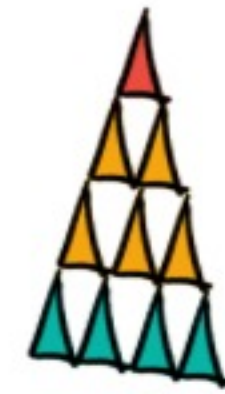
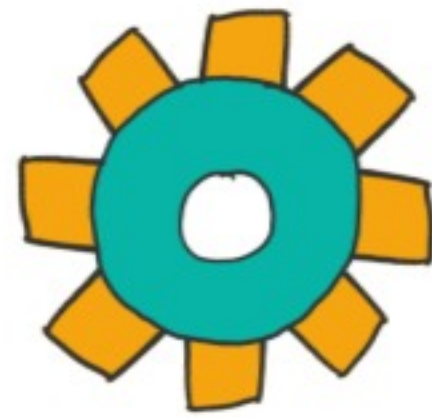


-er **Adaptability**
"We Succeed through **Cultivation**"

-er **People**
"We Succeed through **Collaboration**"

er **Winning**
"We Succeed through **Competence**"

er **Conformity**
"We Succeed through **Control**"

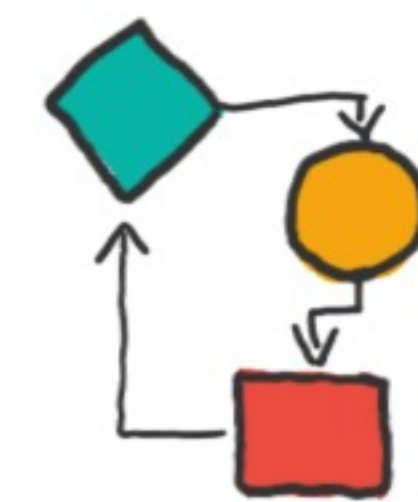
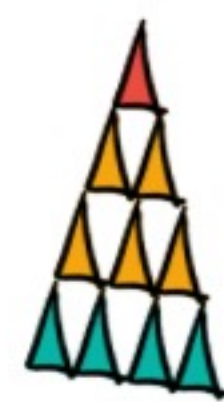
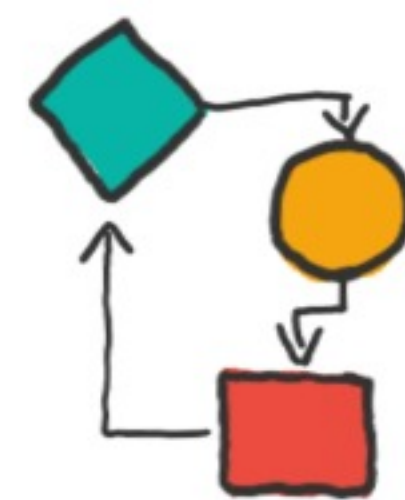
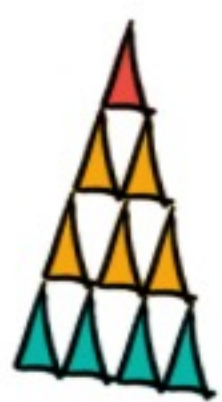
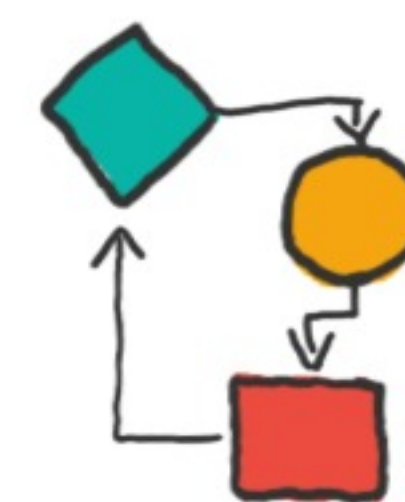
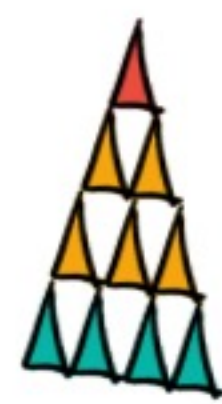


-er **Adaptability**
"We Succeed through **Cultivation**"

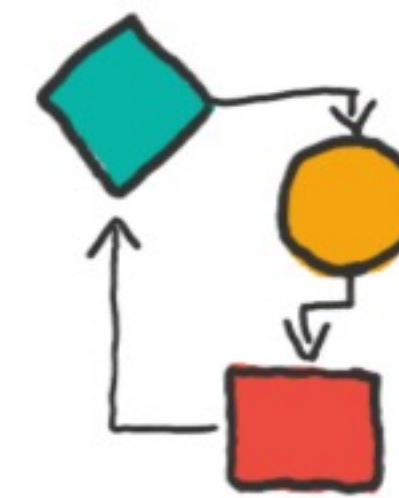
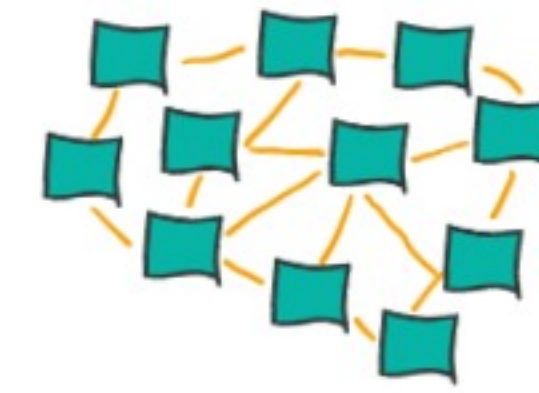
-er **People**
"We Succeed through **Collaboration**"

er **Winning**
"We Succeed through **Competence**"

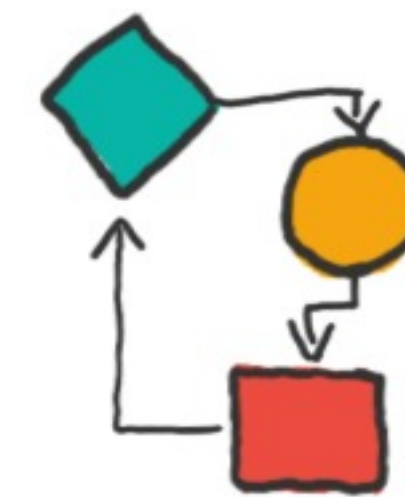
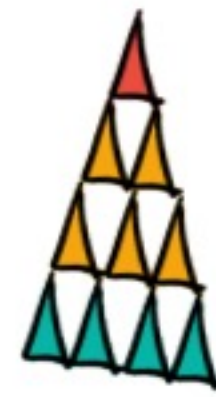
er **Conformity**
"We Succeed through **Control**"



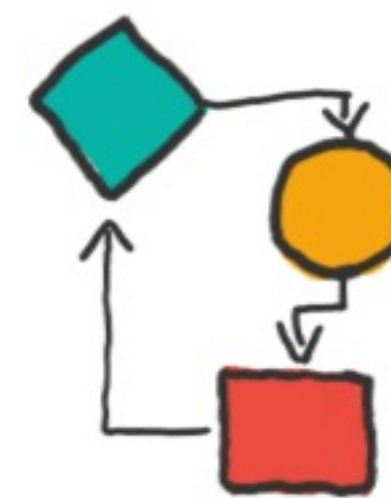
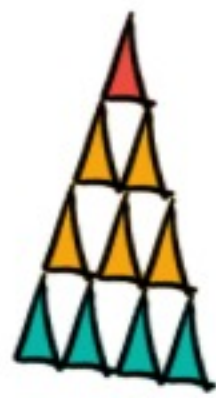
-er **Adaptability**
"We Succeed through *Cultivation*"



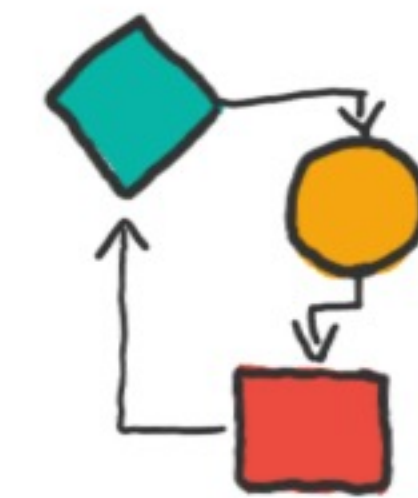
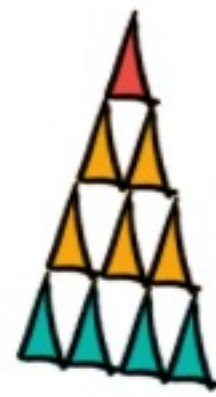
-er **People**
"We Succeed through *Collaboration*"



er **Winning**
"We Succeed through *Competence*"



er **Conformity**
"We Succeed through *Control*"

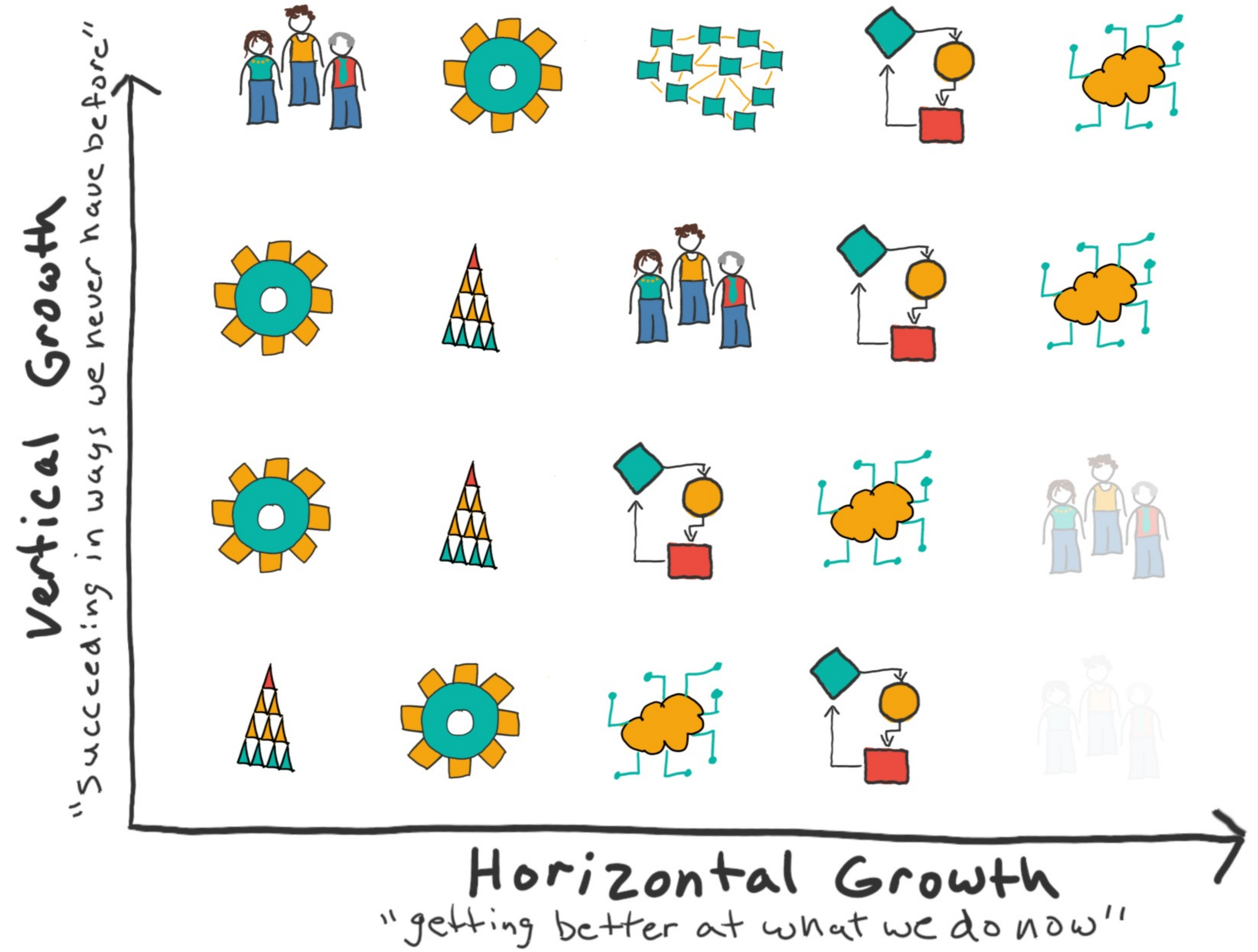


-er **Adaptability**
"We Succeed through *Cultivation*"

-er **People**
"We Succeed through *Collaboration*"

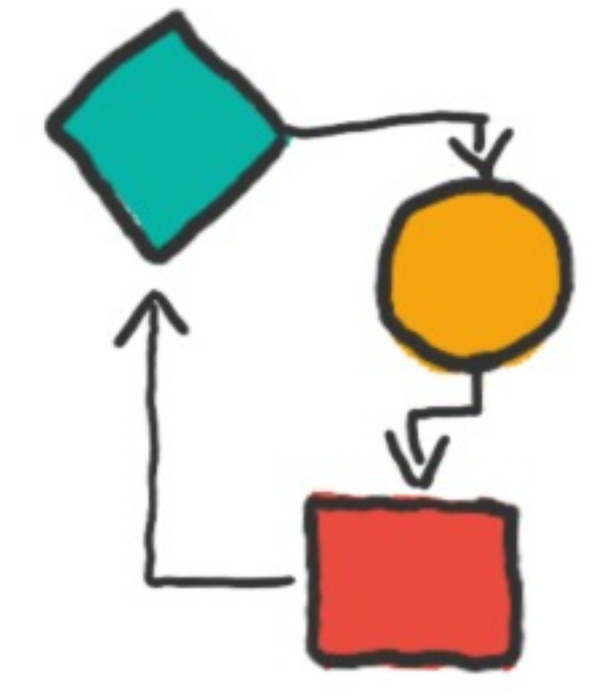
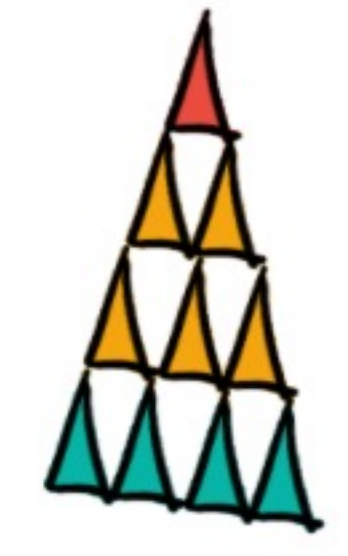
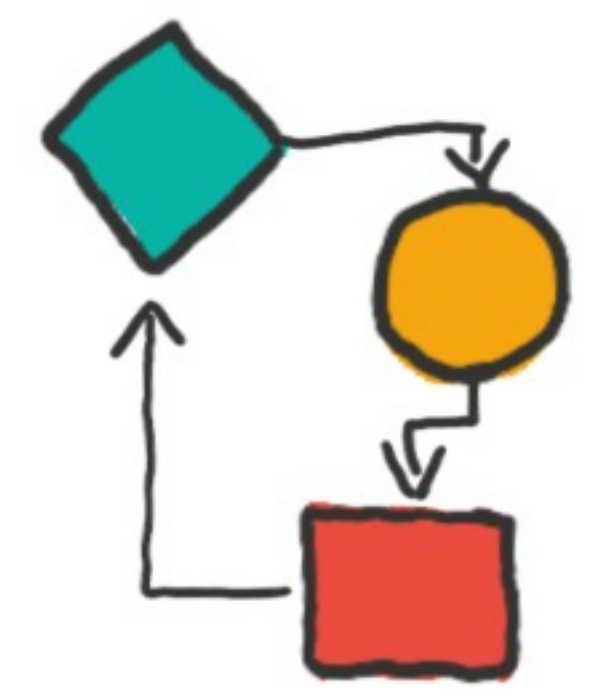
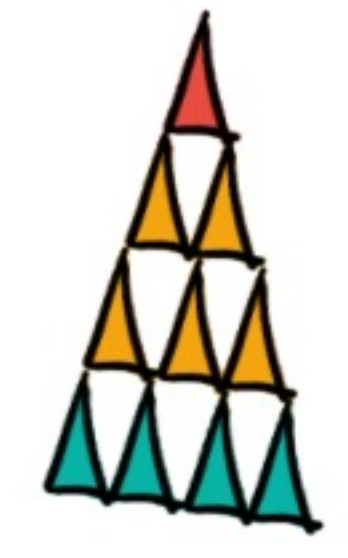
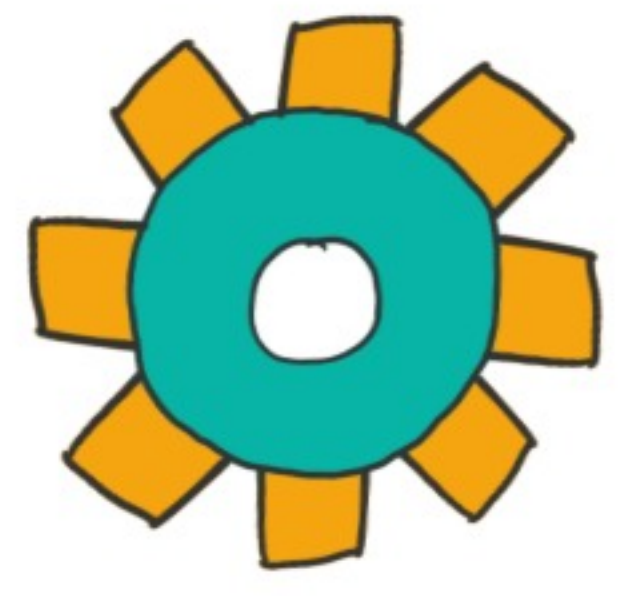
er **Winning**
"We Succeed through *Competence*"

er **Conformity**
"We Succeed through *Control*"



Vertical

"Succeeding in ways"



Horizontal Growth
"getting better at what we do now"

Matrix Organization

Heirarchical Decision-making

Dropping change through the floor

Ability
"through Cultivation"

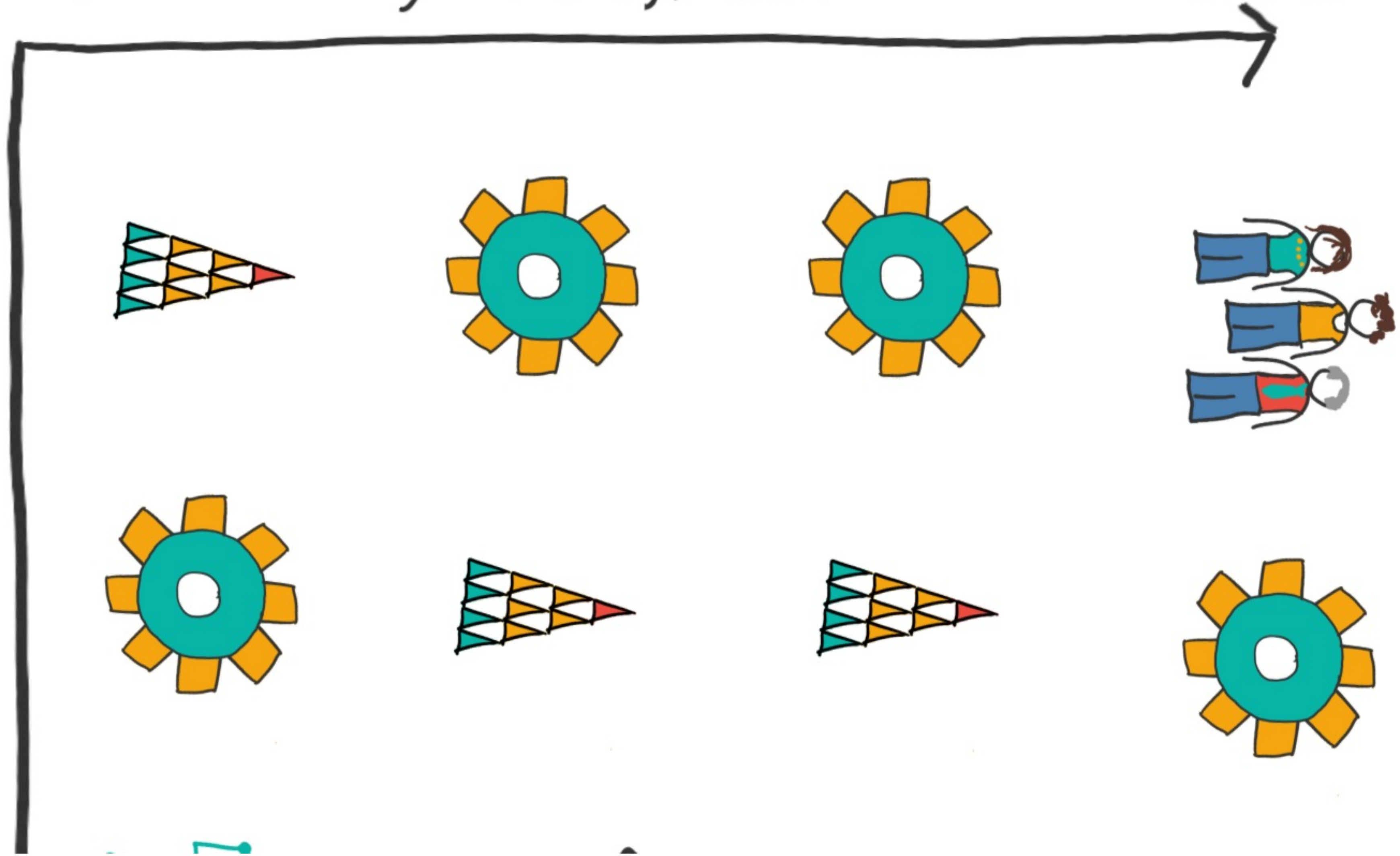
People
"through Collaboration"

Learning
"through Competence"

Proximity
"through Control"

Vertical Growth

"Succeeding in ways we never have before"



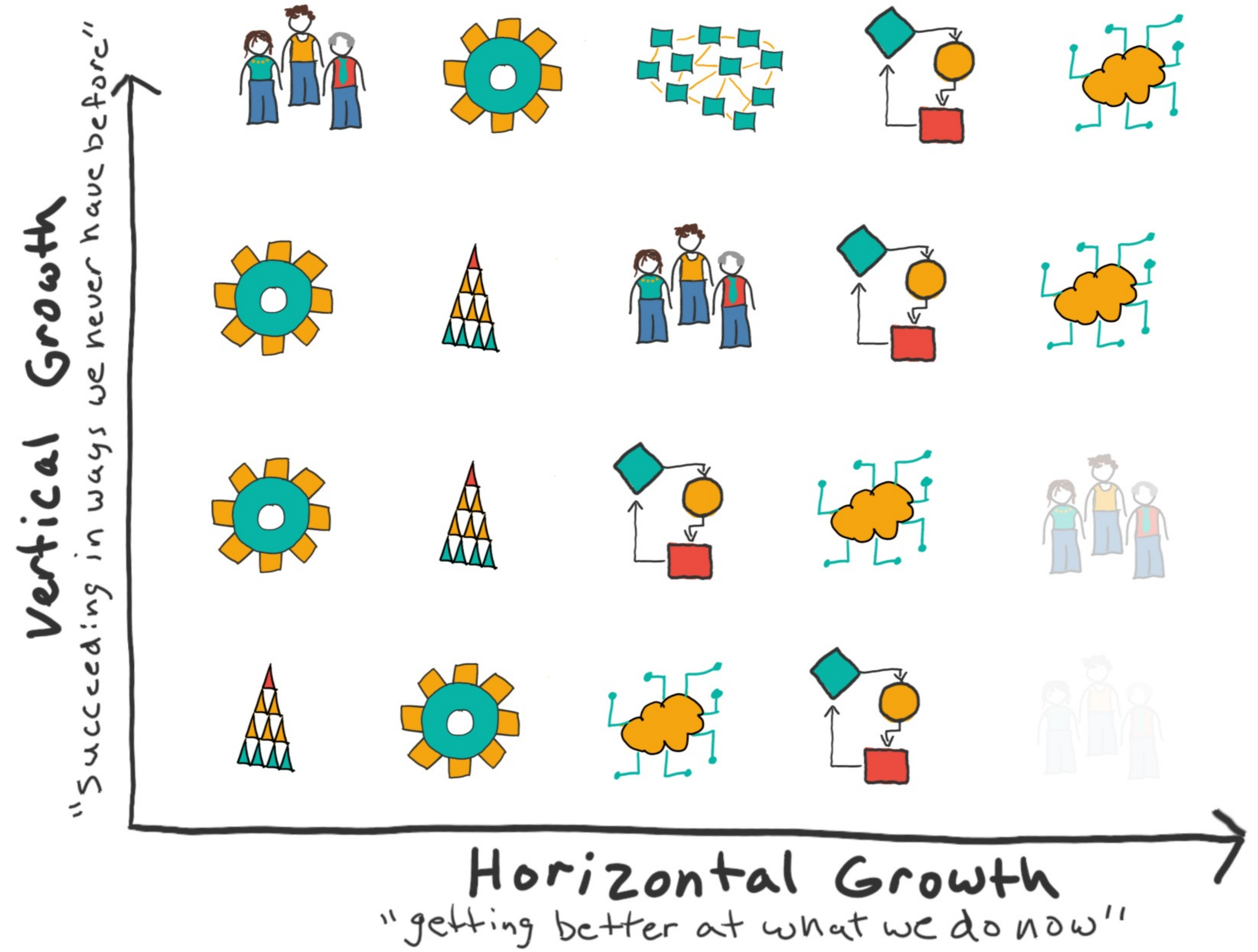
Horizontal
"getting bet"

-er **Adaptability**
"We Succeed through *Cultivation*"

-er **People**
"We Succeed through *Collaboration*"

er **Winning**
"We Succeed through *Competence*"

er **Conformity**
"We Succeed through *Control*"





"We Succeeded through
best practices"
Conformity

growth
we do now"

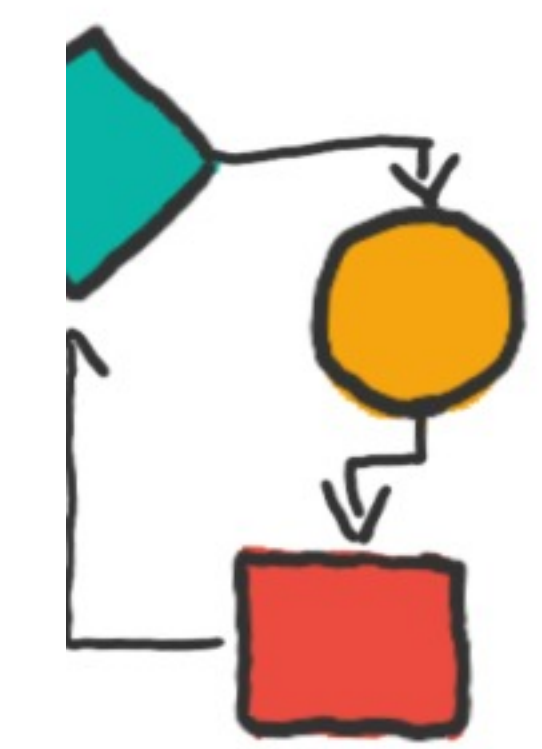


"We Succeeded by
delivering faster"
Winning

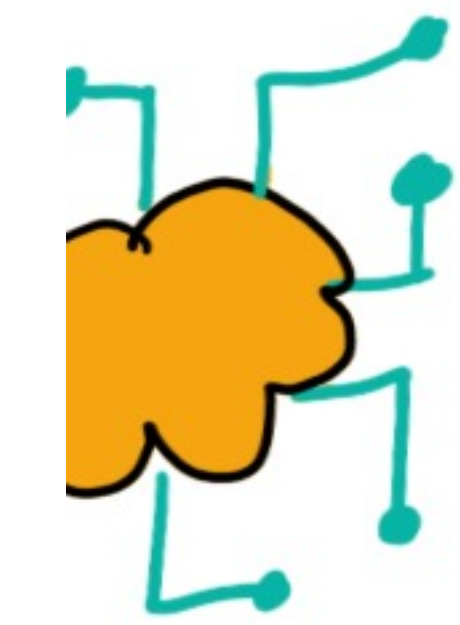


"We Succeeded through
best practices"
Conformity

growth
we do now"



"We Succeed
through learning"
People

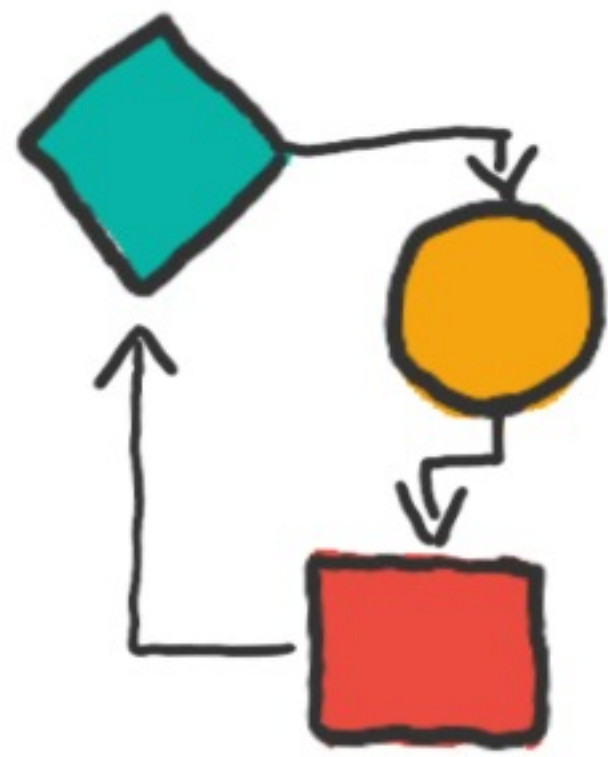


"We Succeed by
delivering faster"
Winning

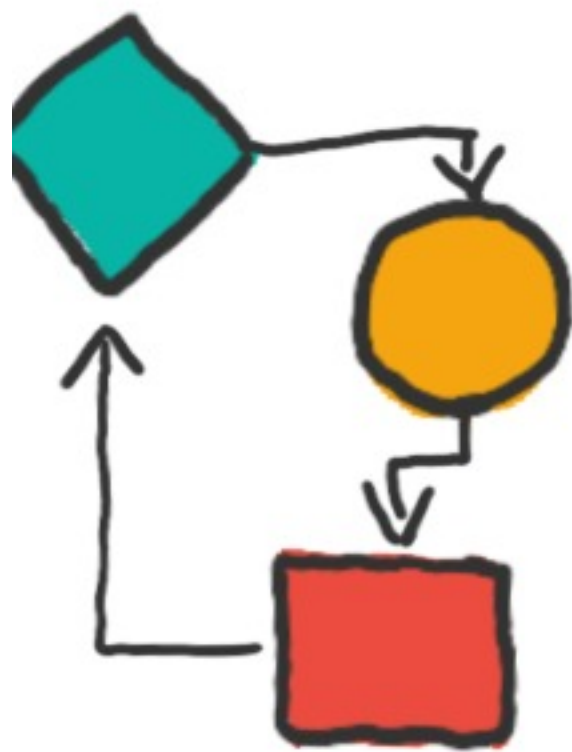


"We Succeed through
best practices"
Conformity

growth 



"We Succeed
by Changing"
Adaptability



"We Succeed
through learning"
People



"We Succeed by
delivering faster"
Winning



"... .."

Matrix Organization

↓
↓
Hierarchical Decision-making

○
Dropping change through the Floor

Agile = Change

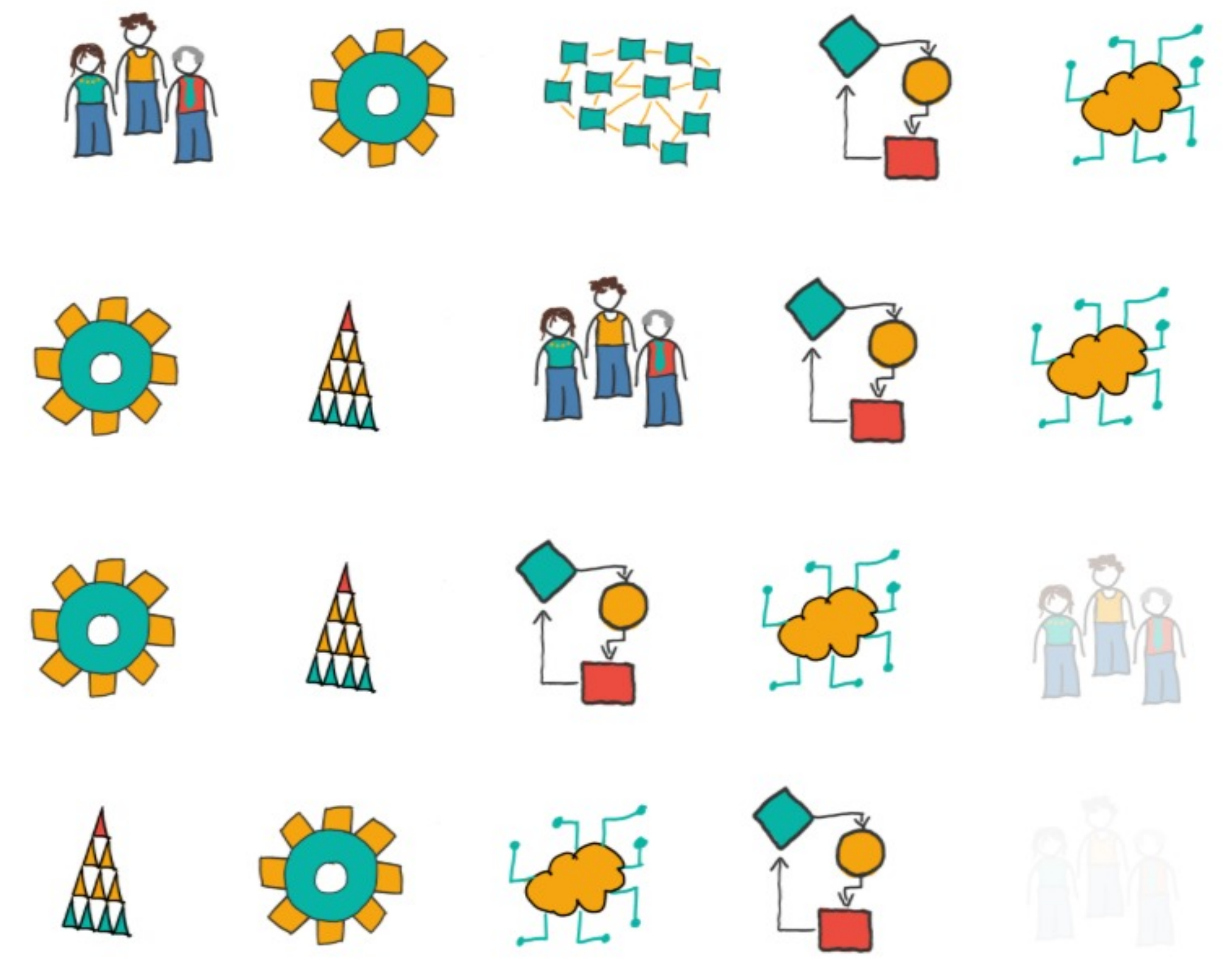
Agile = Better Adaptability
"We Succeed through Cultivation"

Agile = Better People
"We Succeed through Collaboration"

Agile = Better Winning
"We Succeed through Competence"

Agile = Better Conformity
"We Succeed through Control"

Vertical Growth
"Succeeding in ways we never have before"



→ "We Succeed by Changing"
Adaptability

→ "We Succeed through learning"
People

→ "We Succeed by delivering faster"
Winning

→ "We Succeed through best practices"
Conformity

Horizontal Growth
"getting better at what we do now"

Agile = Frameworks

Matrix Organization

↓ ↓
Hierarchical Decision-making

☐
Dropping change through the Floor

Agile = Change

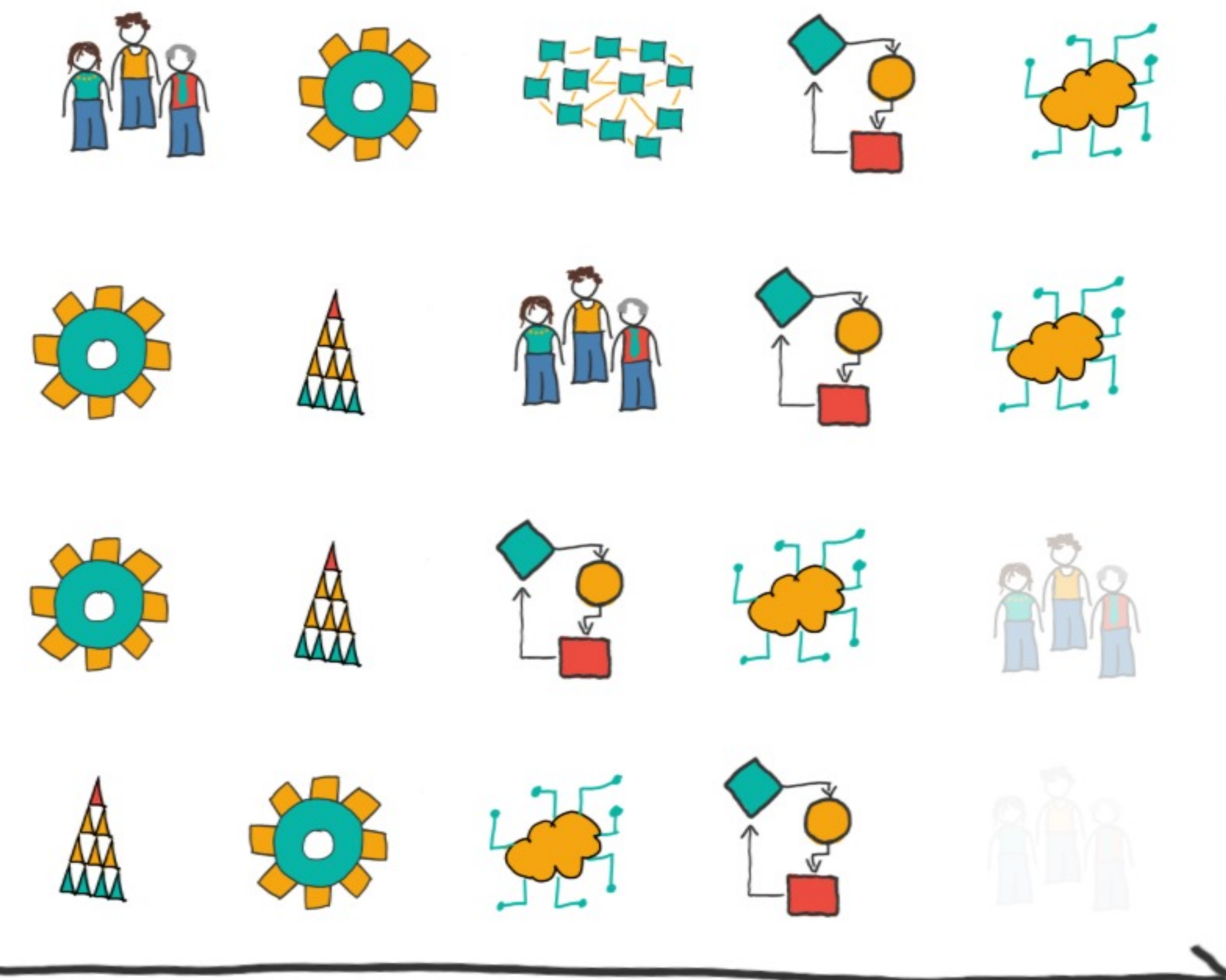
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Agile = Better Conformity
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Vertical Growth
"Succeeding in ways we never have before"



→ "We Succeed by Changing"
Adaptability

→ "We Succeed through learning"
People

→ "We Succeed by delivering faster"
Winning

→ "We Succeed through best practices"
Conformity

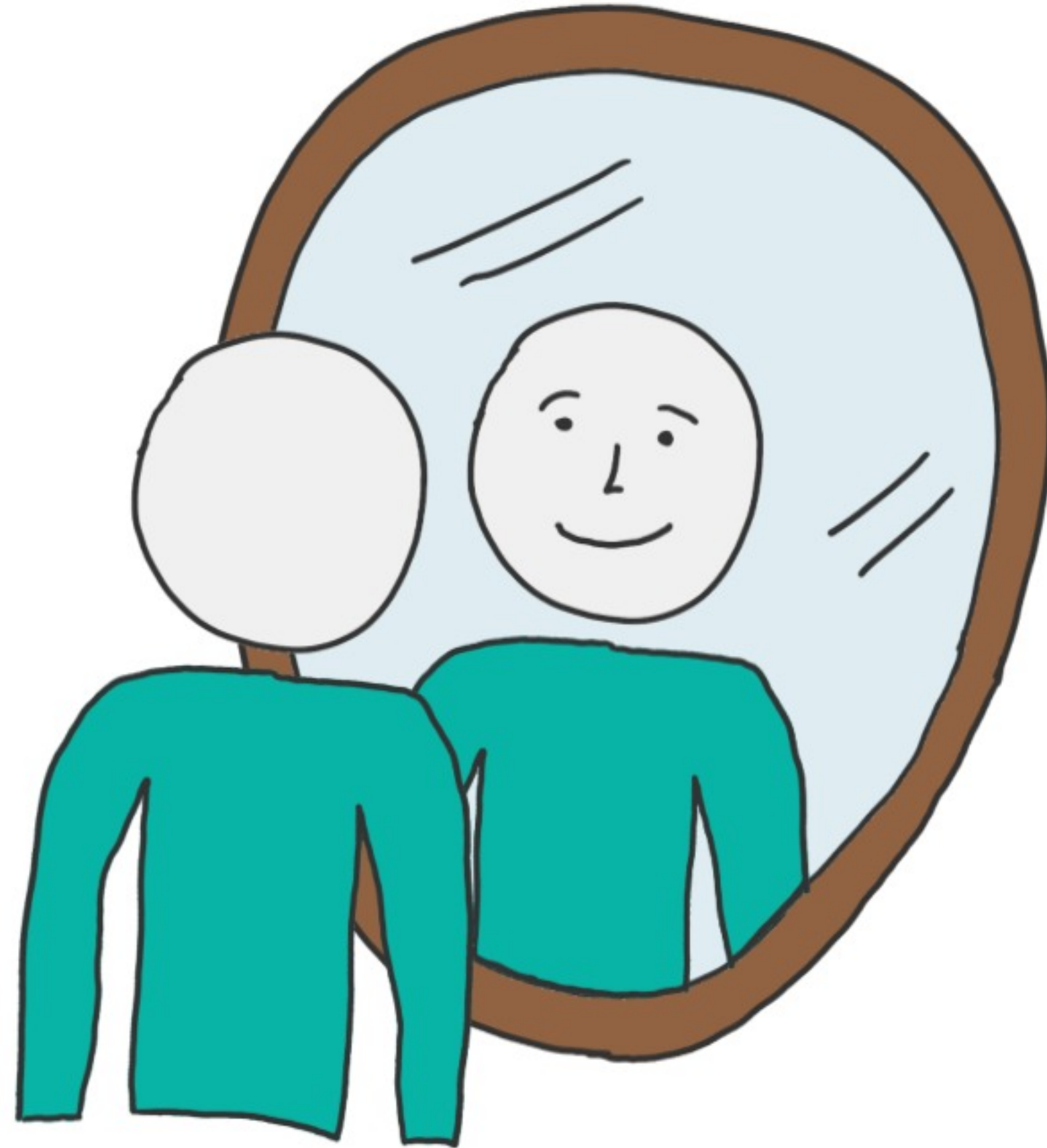
Horizontal Growth
"getting better at what we do now"

Goal: Vertical & Horizontal Evolutionary Change

Agile = Frameworks

Act 2

Change Yourself
to
Help Others Change





Art
of
Change



Science
of
Change

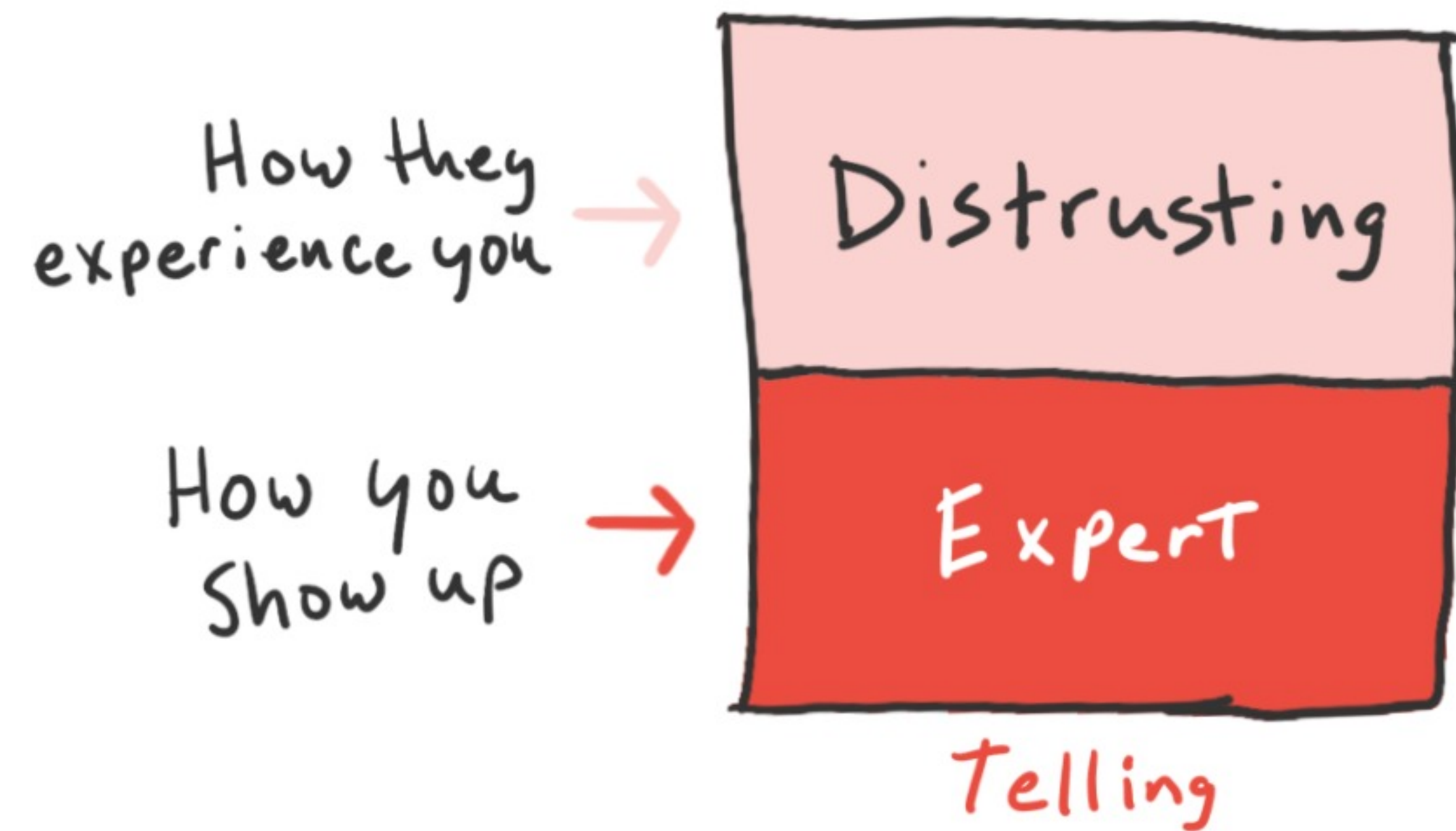


Art
of
Change

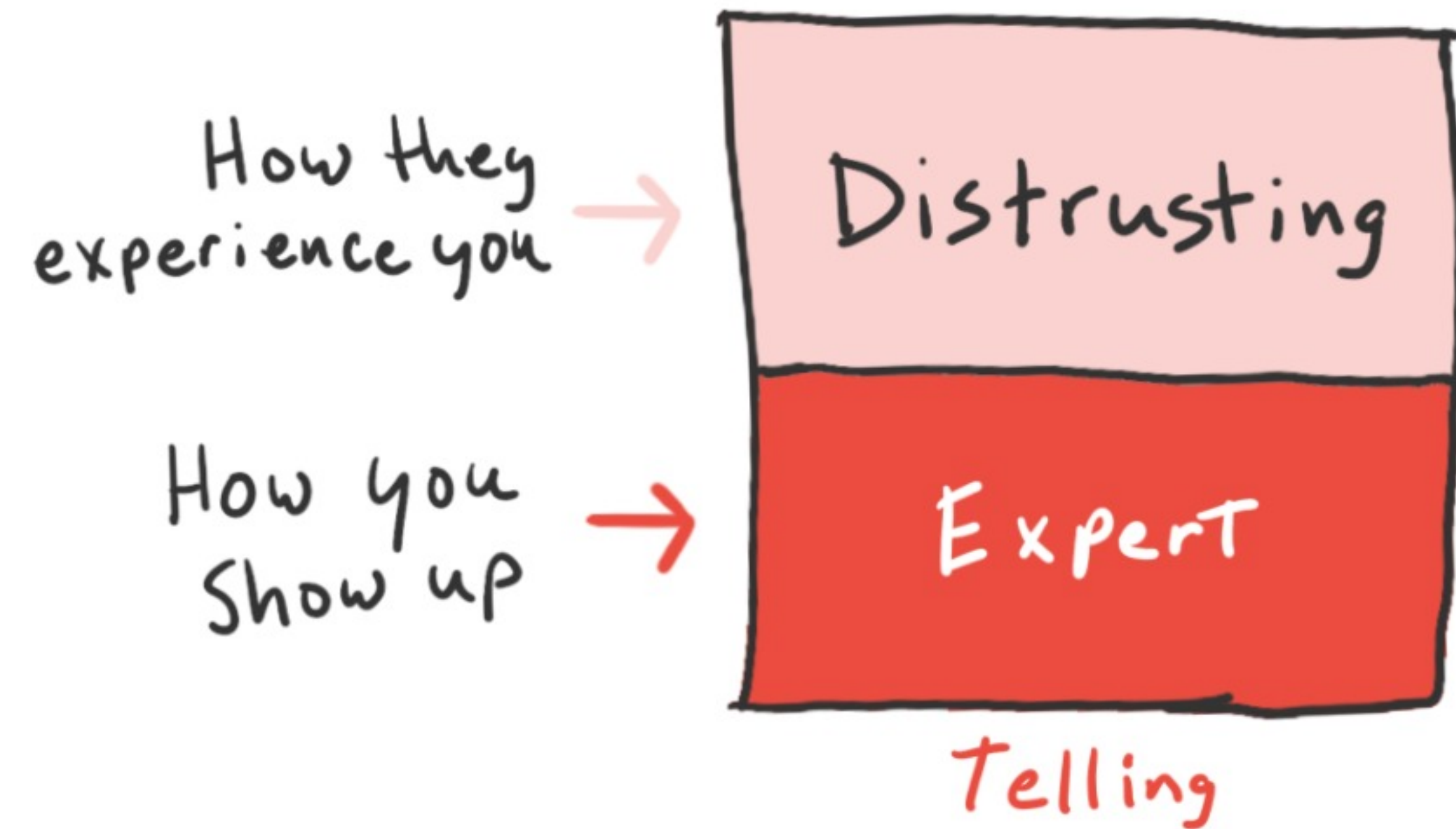
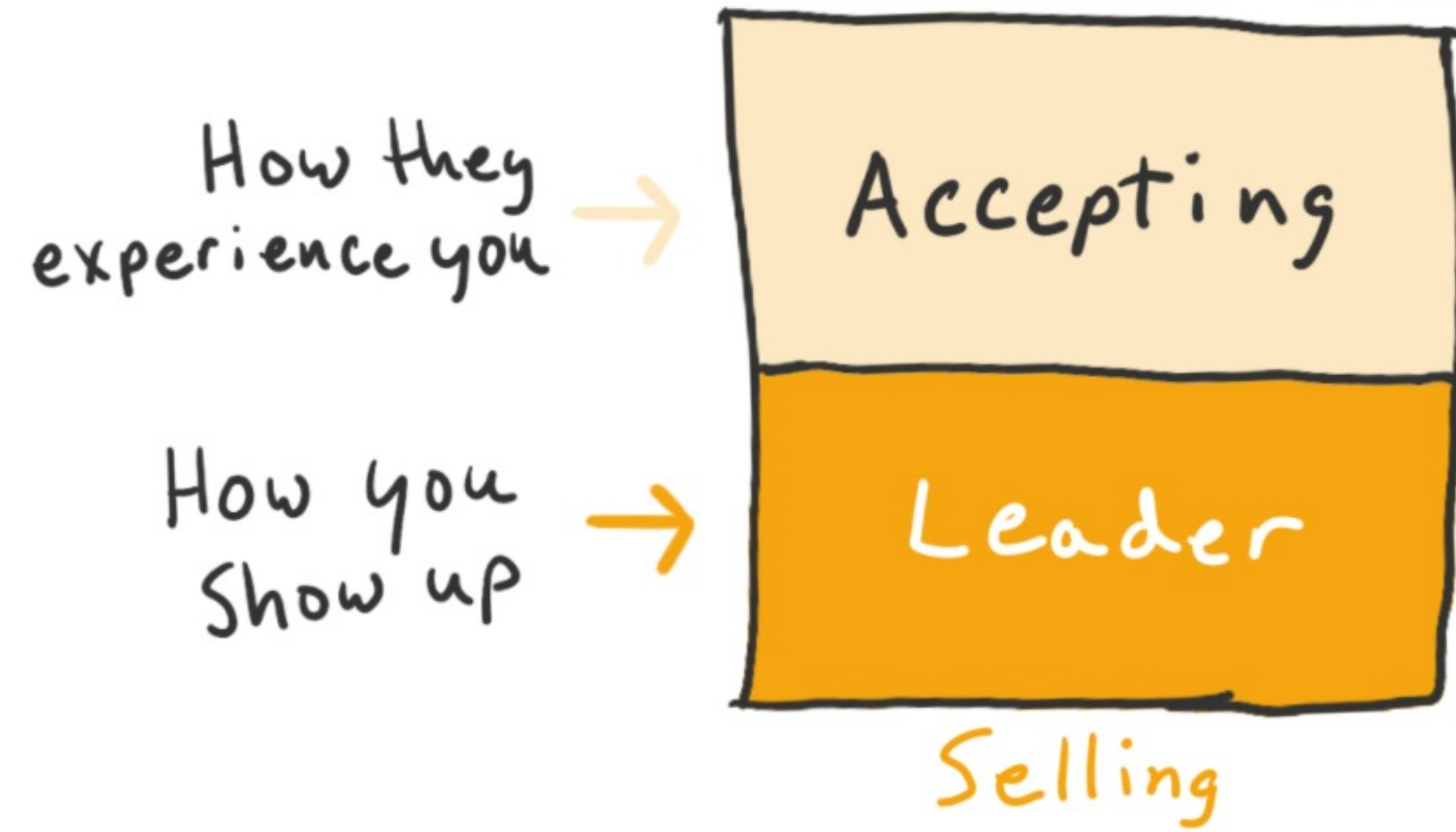
Science
of
Change

Relationship Mapping

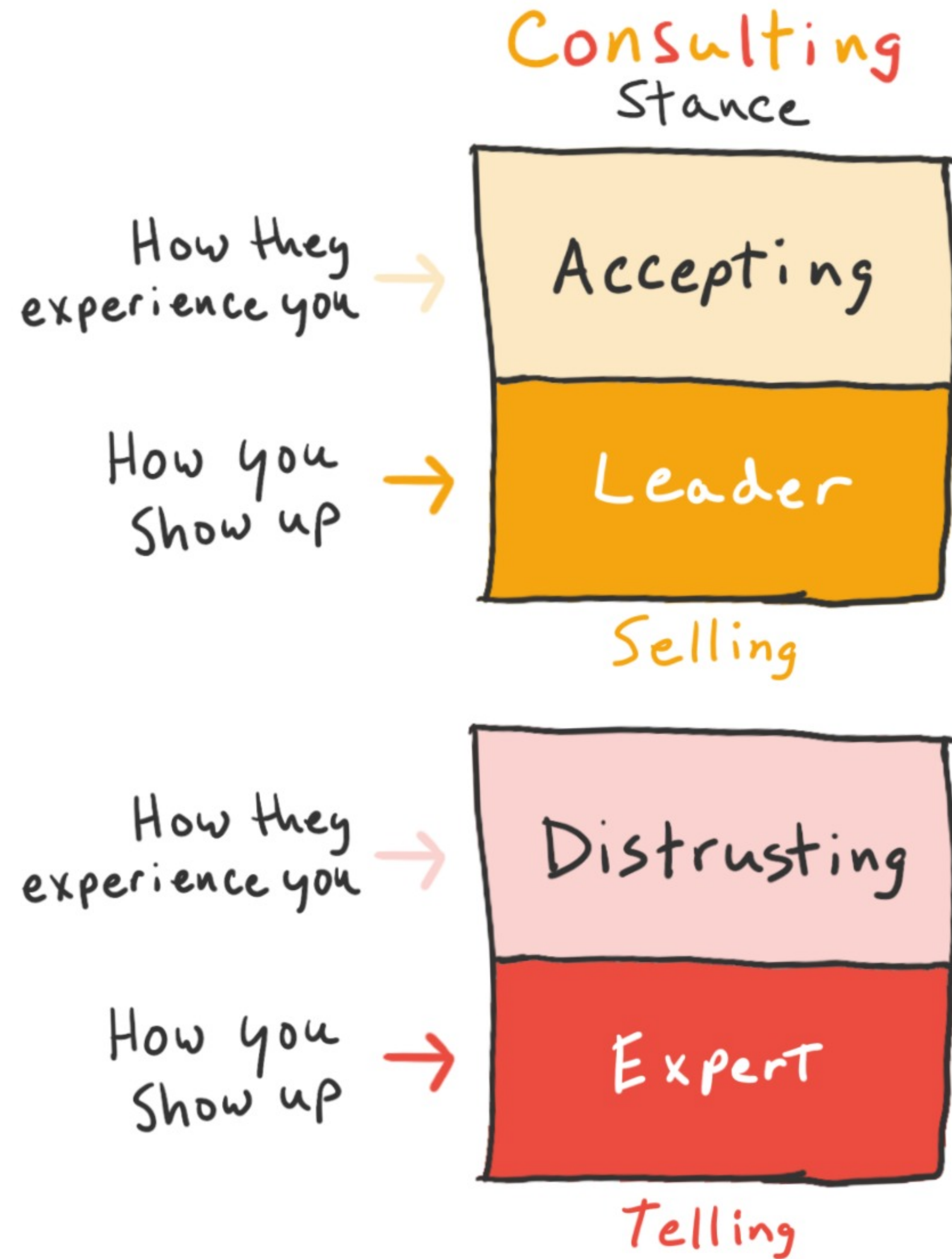
Relationship Mapping



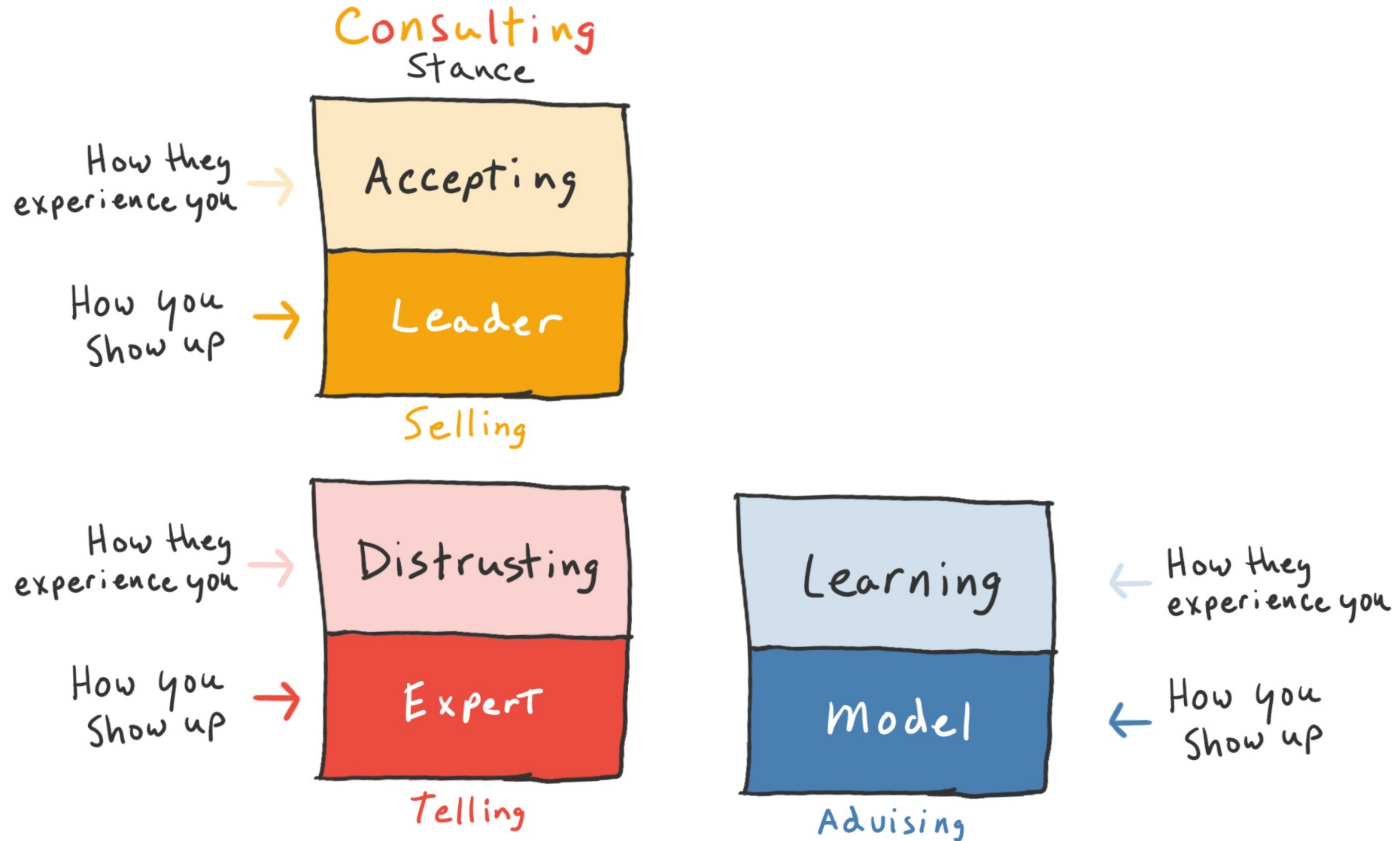
Relationship Mapping



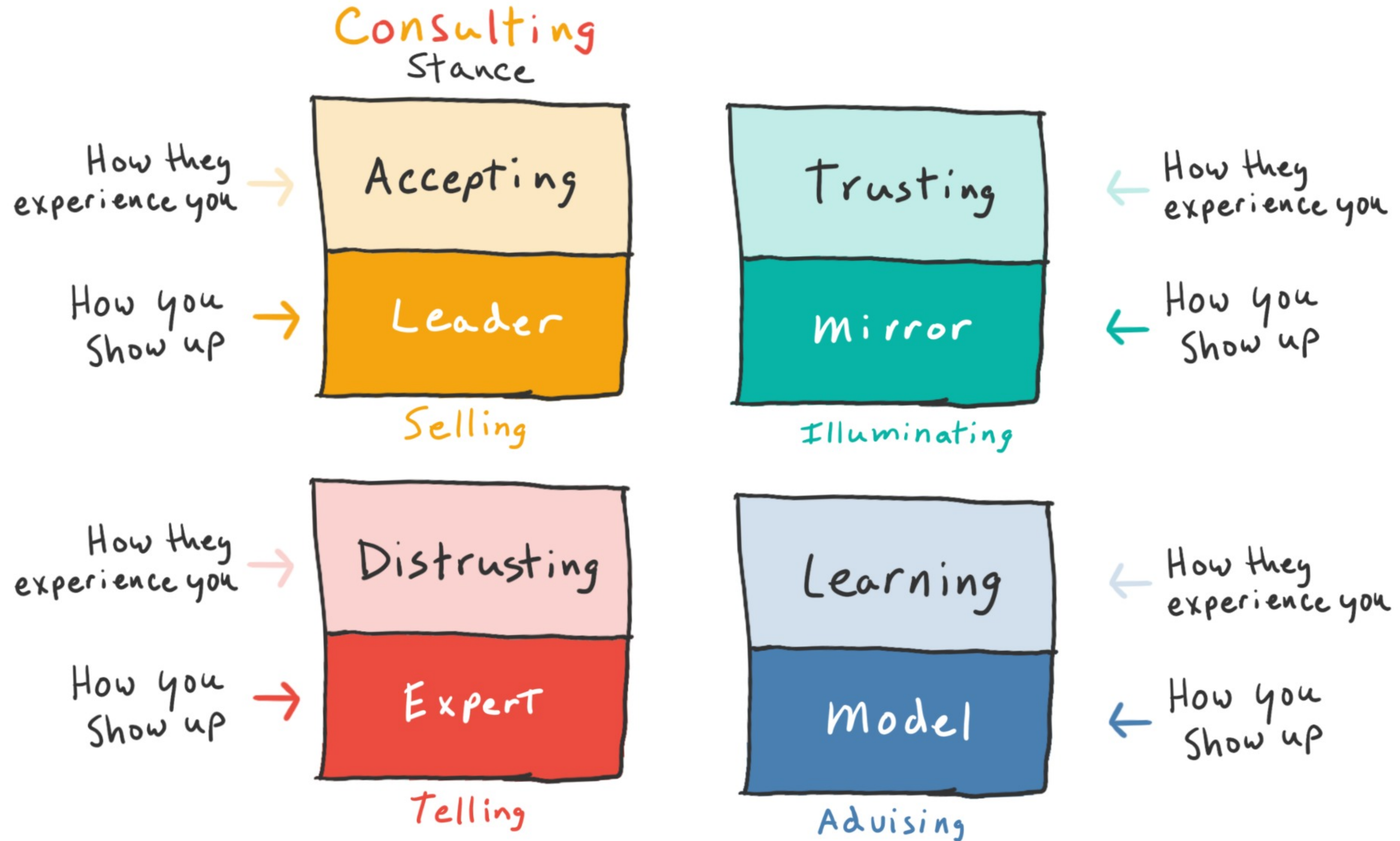
Relationship Mapping



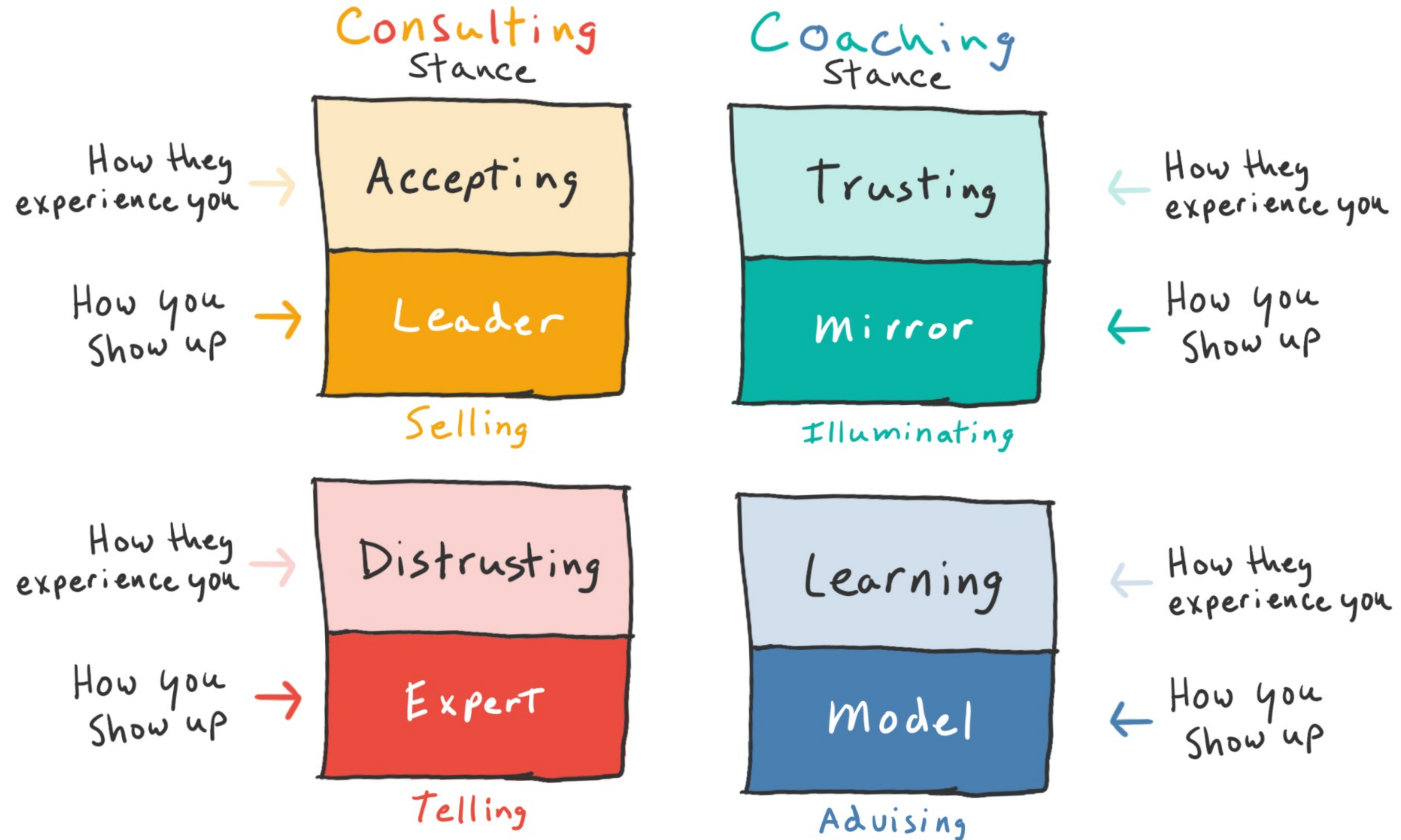
Relationship Mapping



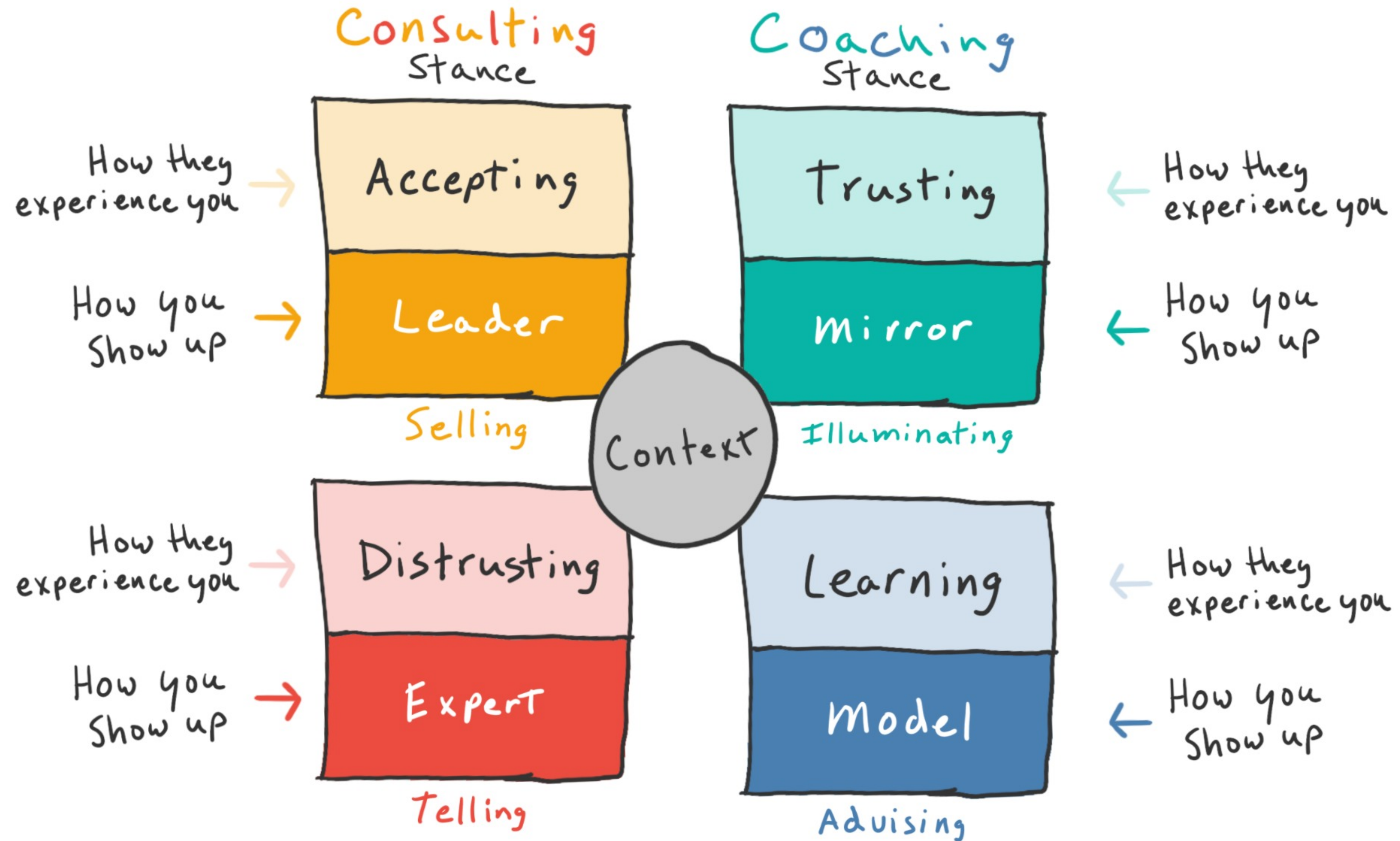
Relationship Mapping



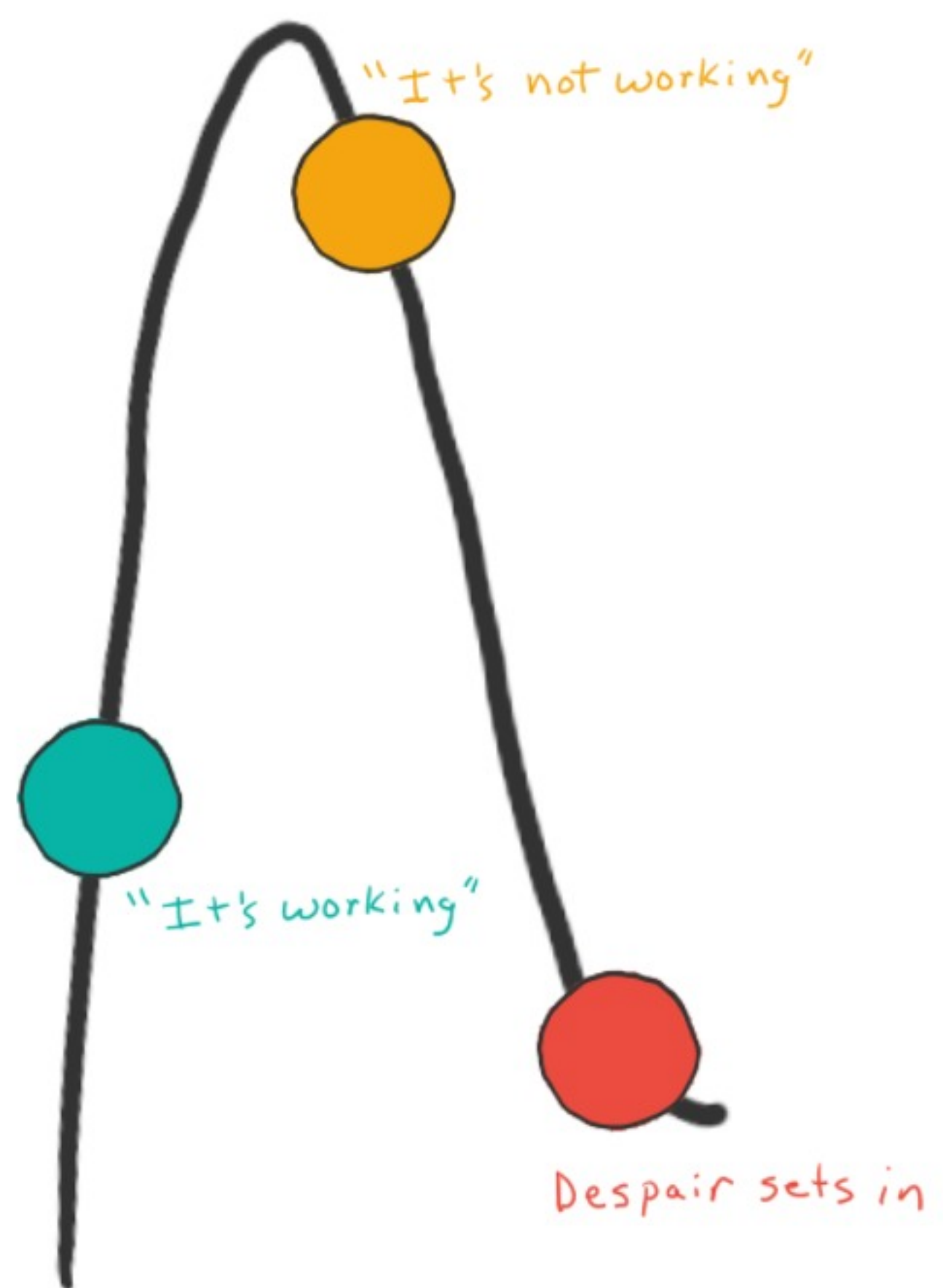
Relationship Mapping

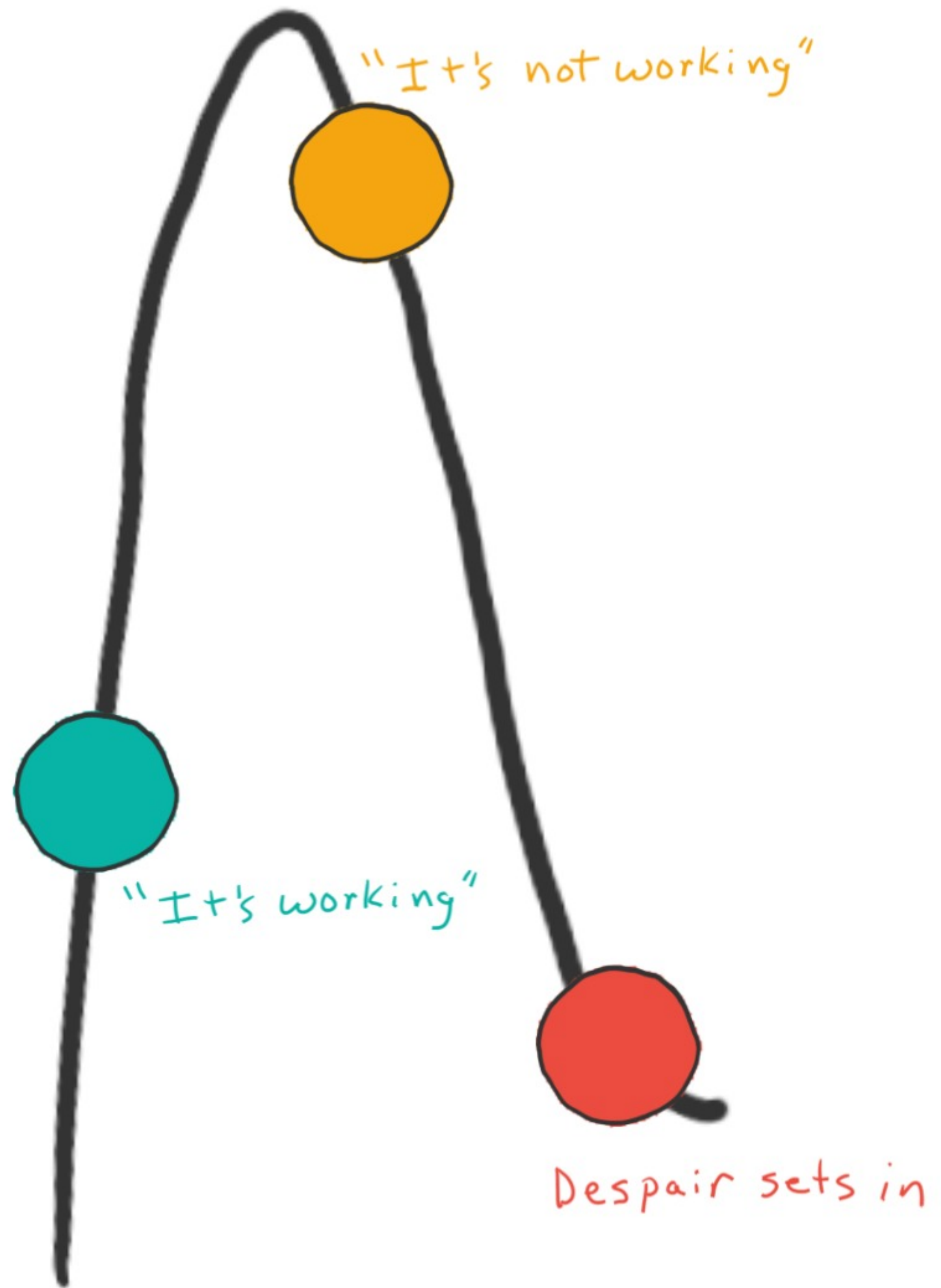


Relationship Mapping



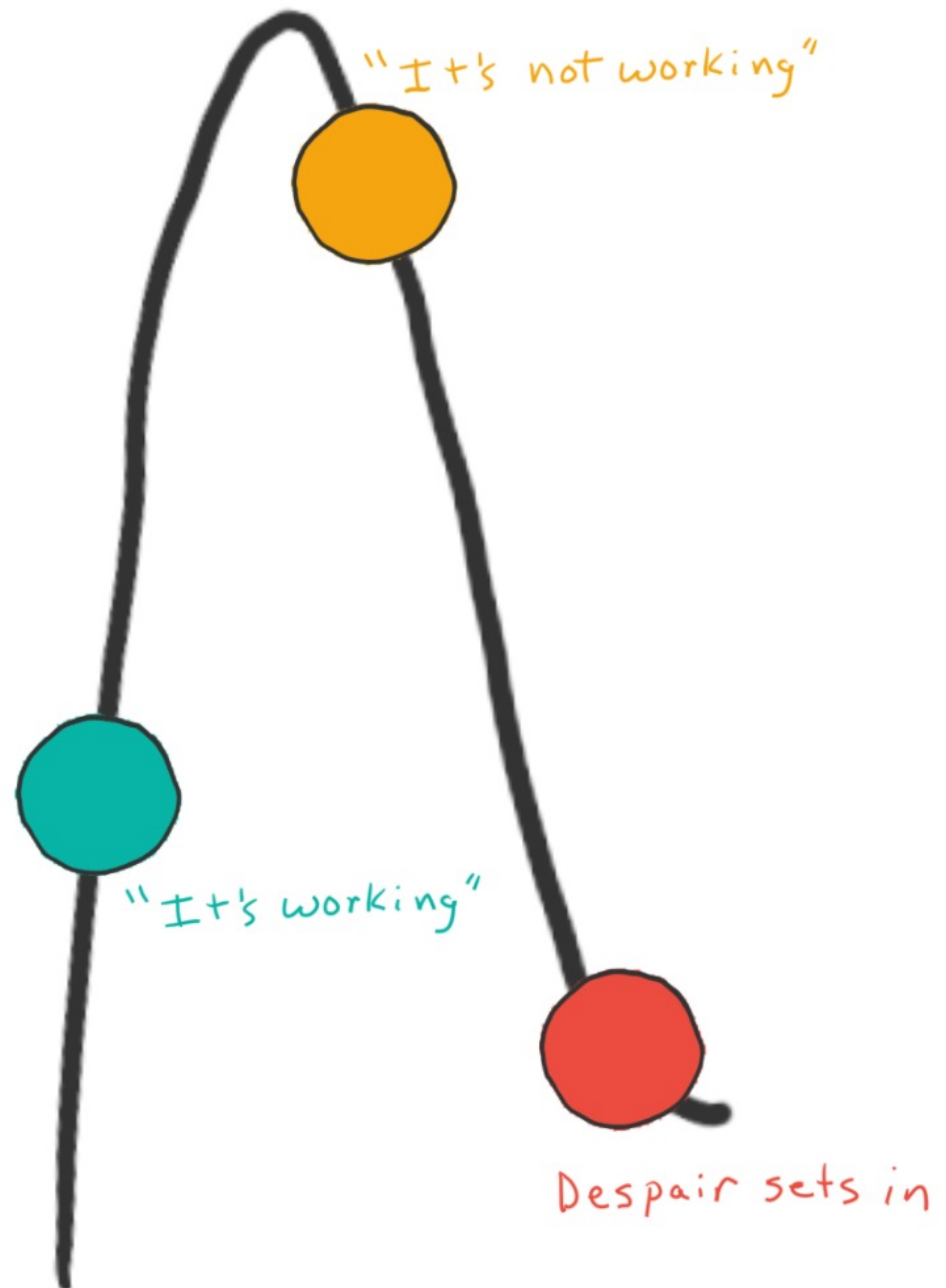
Waves of Change





Superficial Process thinking

"this process will
fix our issues"

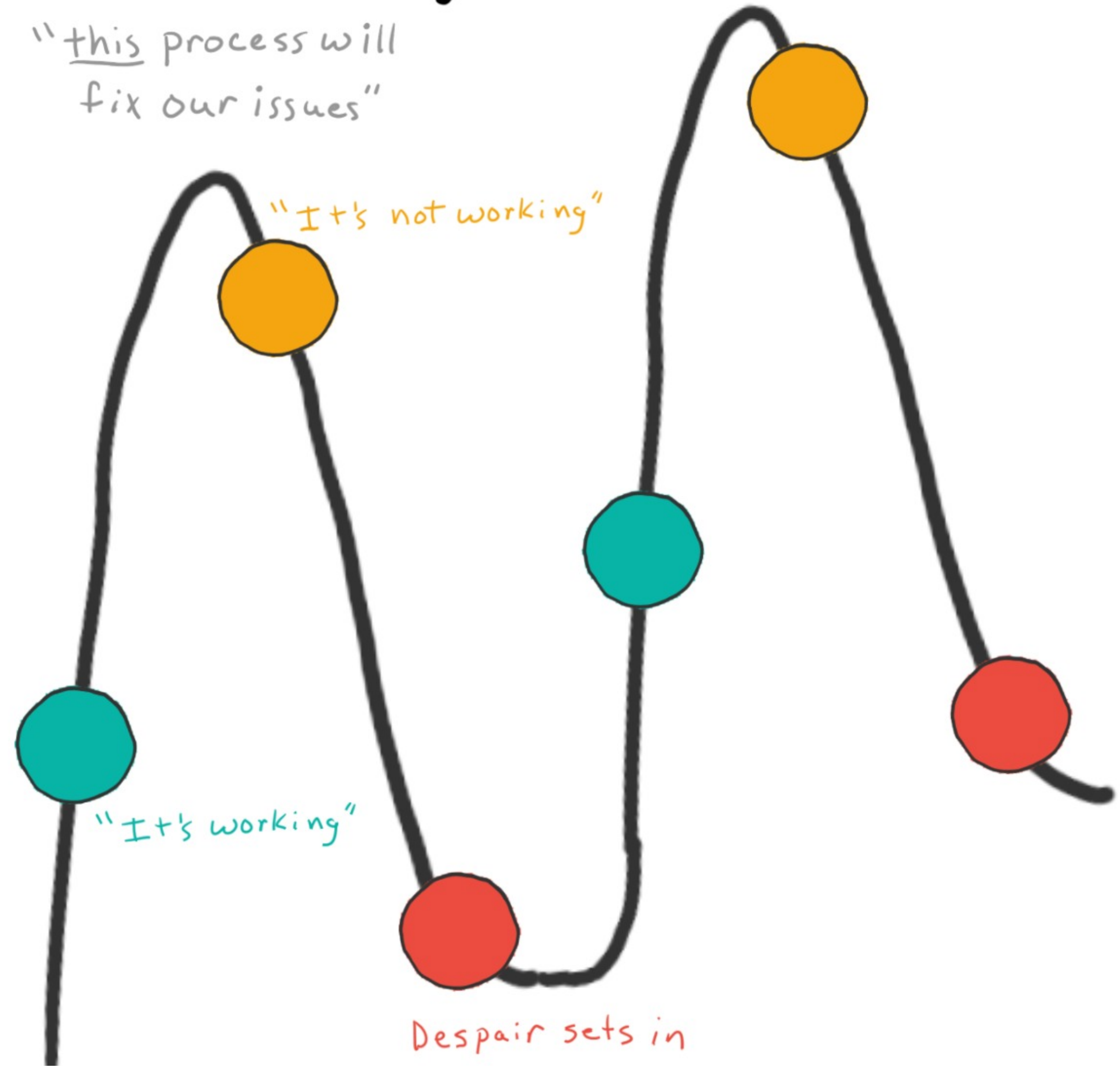


Superficial Process thinking

"this process will fix our issues"

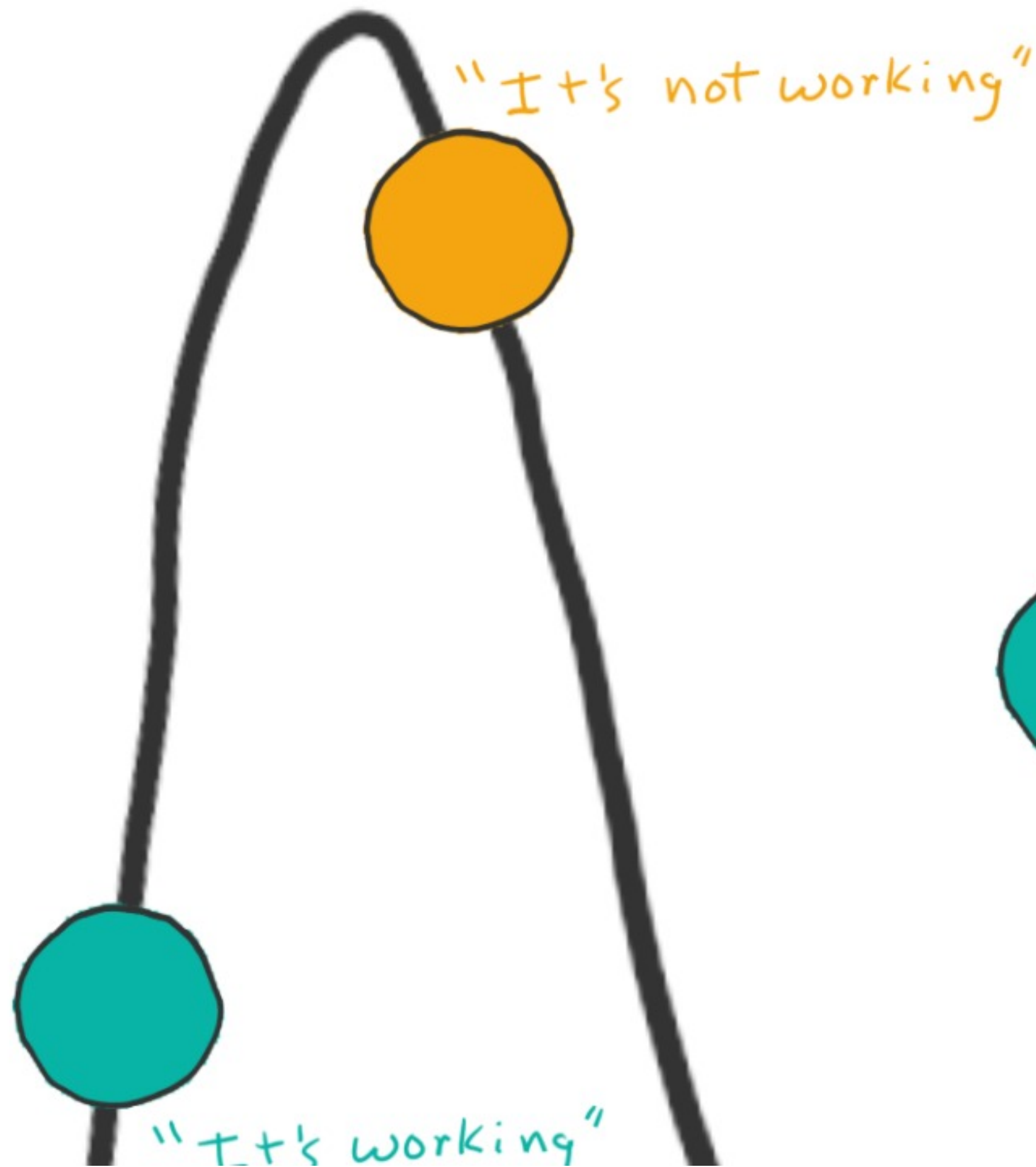
Improved Process thinking

"Maybe this isn't the right process"



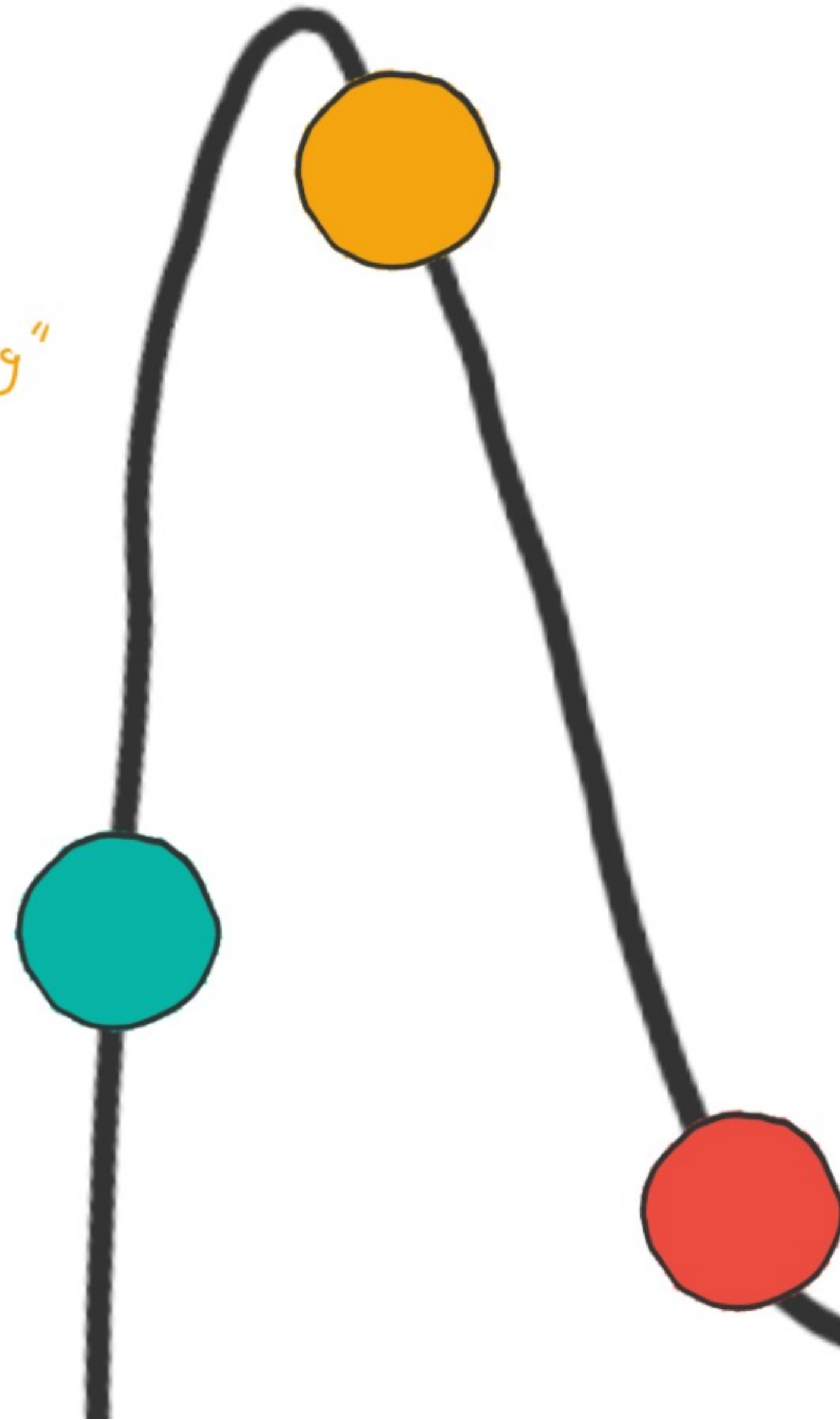
Superficial Process thinking

"this process will fix our issues"



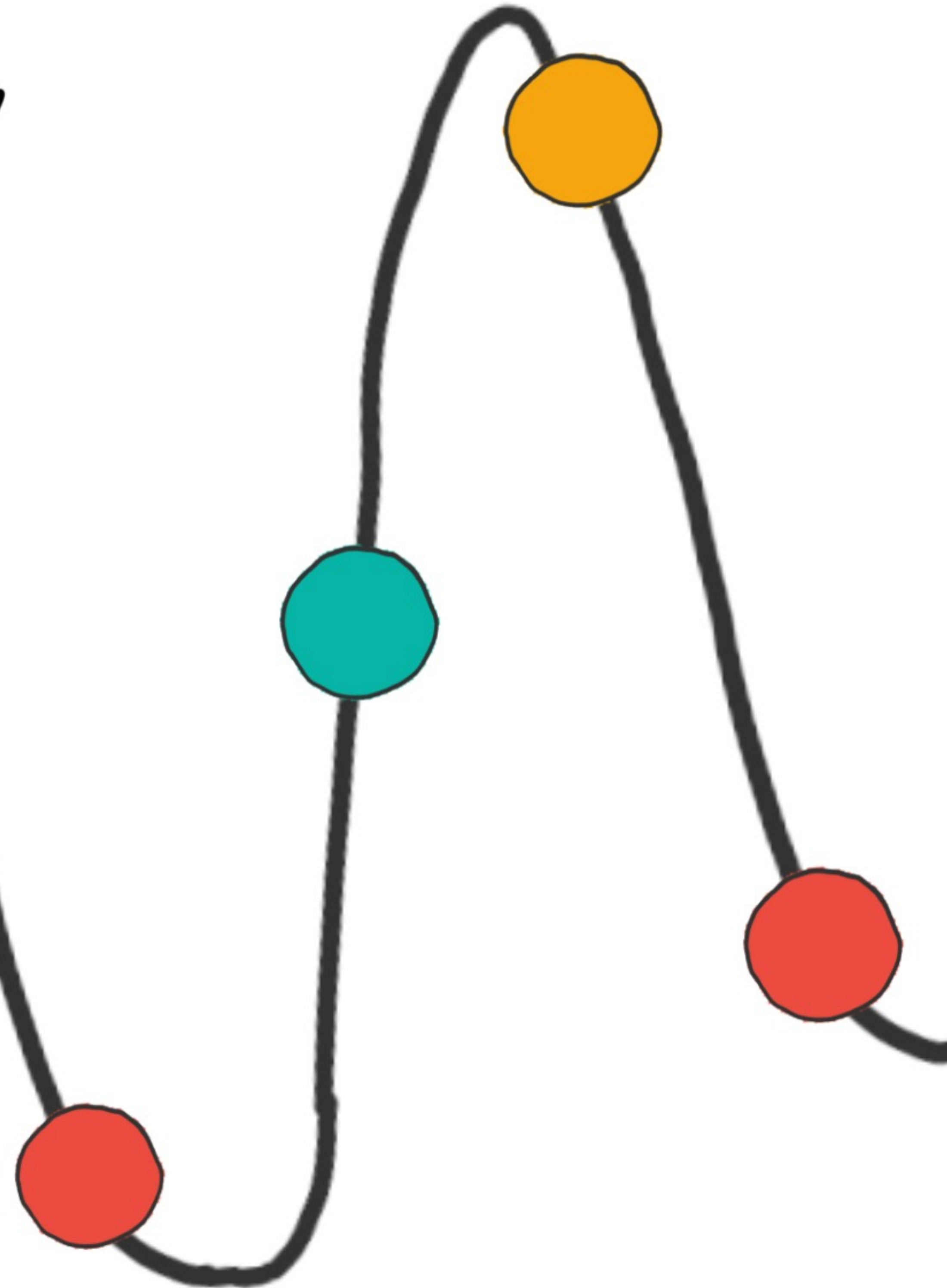
Improved Process thinking

"Maybe this isn't the right process"



Systemic Awareness and Reflection

"Maybe it's not the process"



WAVES OF ...

Initial thinking
Issues will
Issues"

Improved
Process thinking

"Maybe this isn't
the right Process"

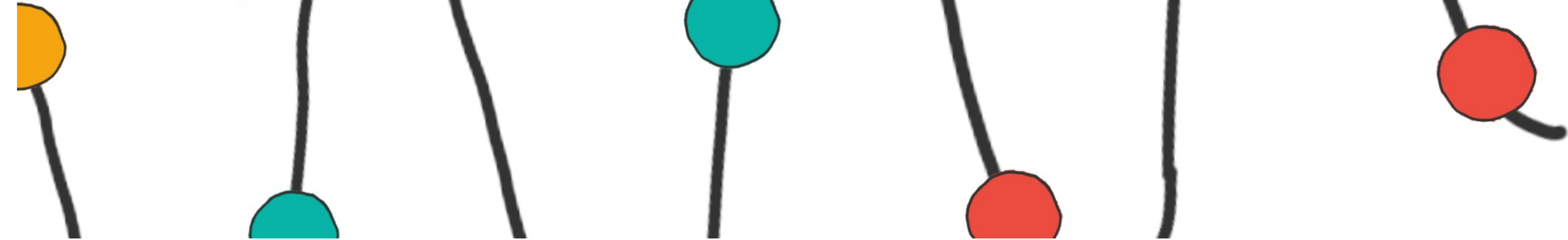
Systemic Awareness
and Reflection

"Maybe it's not
the Process"

Collective Awareness
and Reflection

"Maybe it's us"

"It's not working"

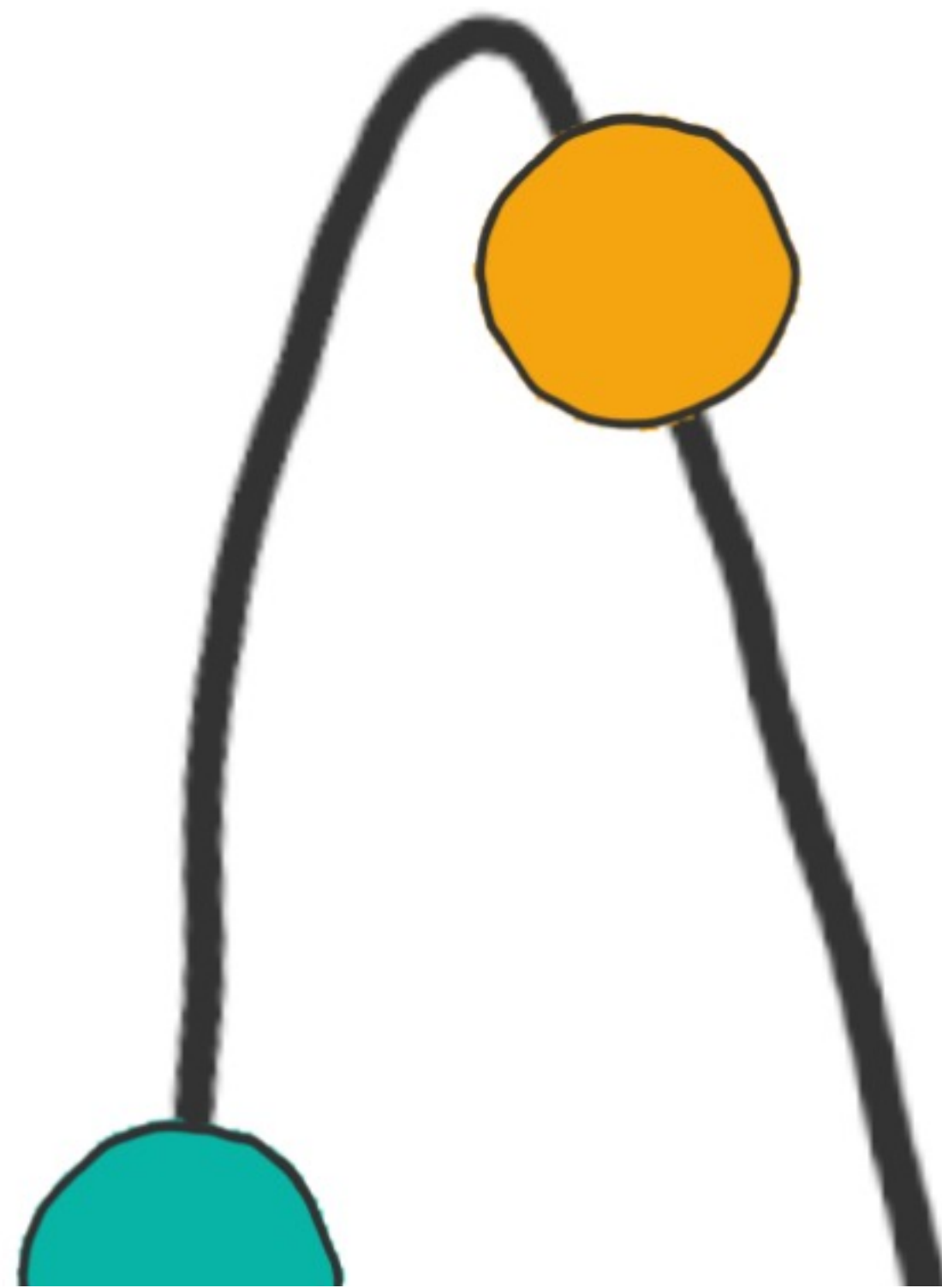


S of Change

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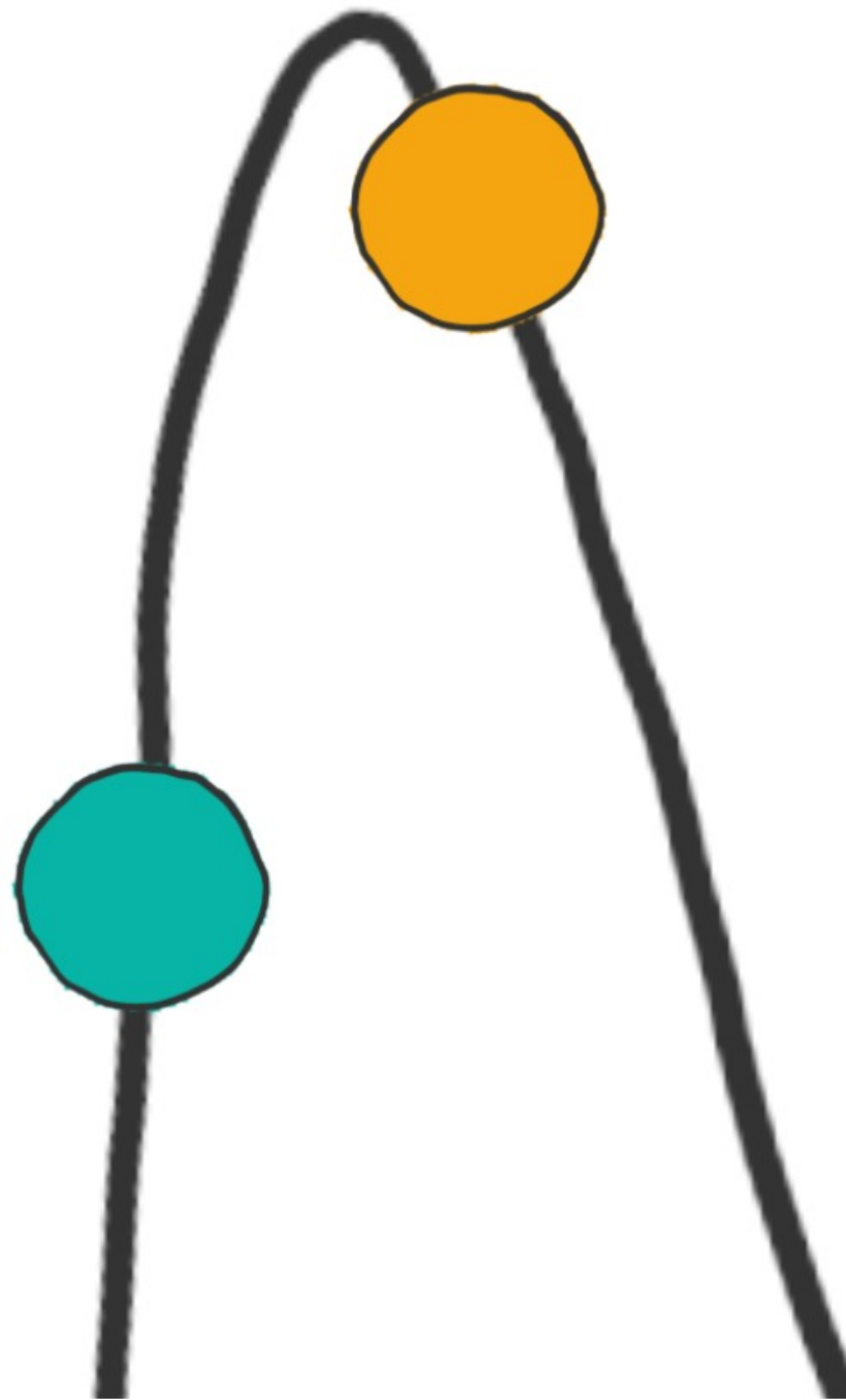
Systemic Awareness
and Reflection

"Maybe it's not
the Process"



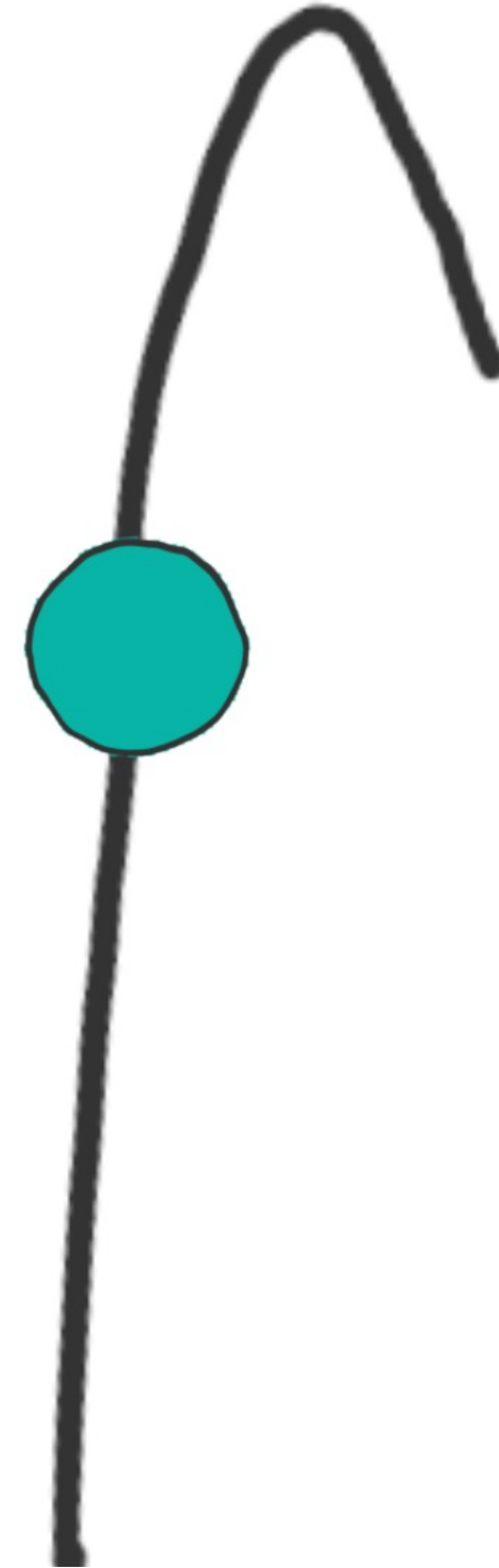
Collective Awareness
and Reflection

"Maybe it's us"

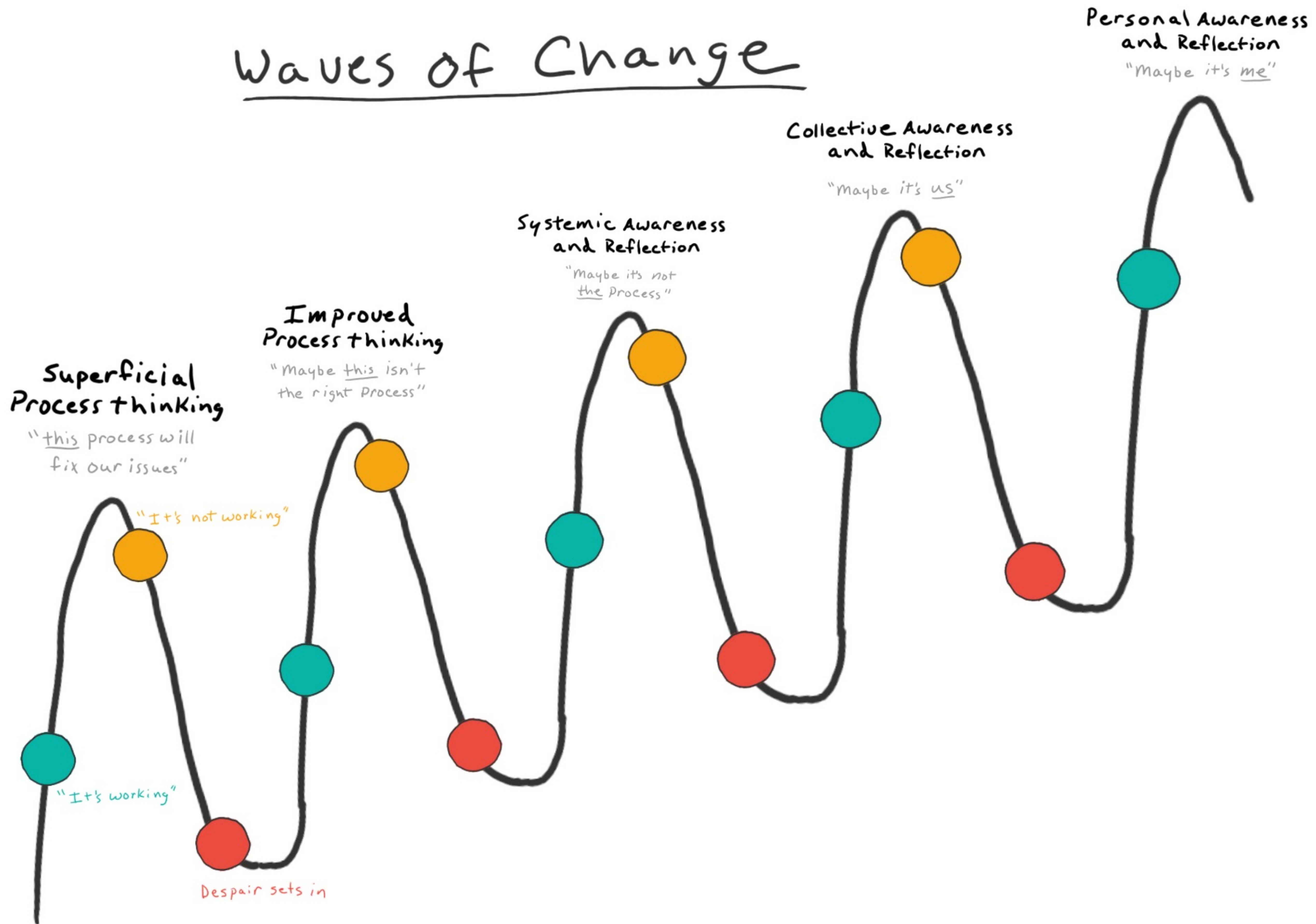


Personal Awareness
and Reflection

"Maybe it's me"



Waves of Change



Superficial Process thinking

"this process will fix our issues"

"Maybe this isn't the right Process"

"It's not working"

"It's working"

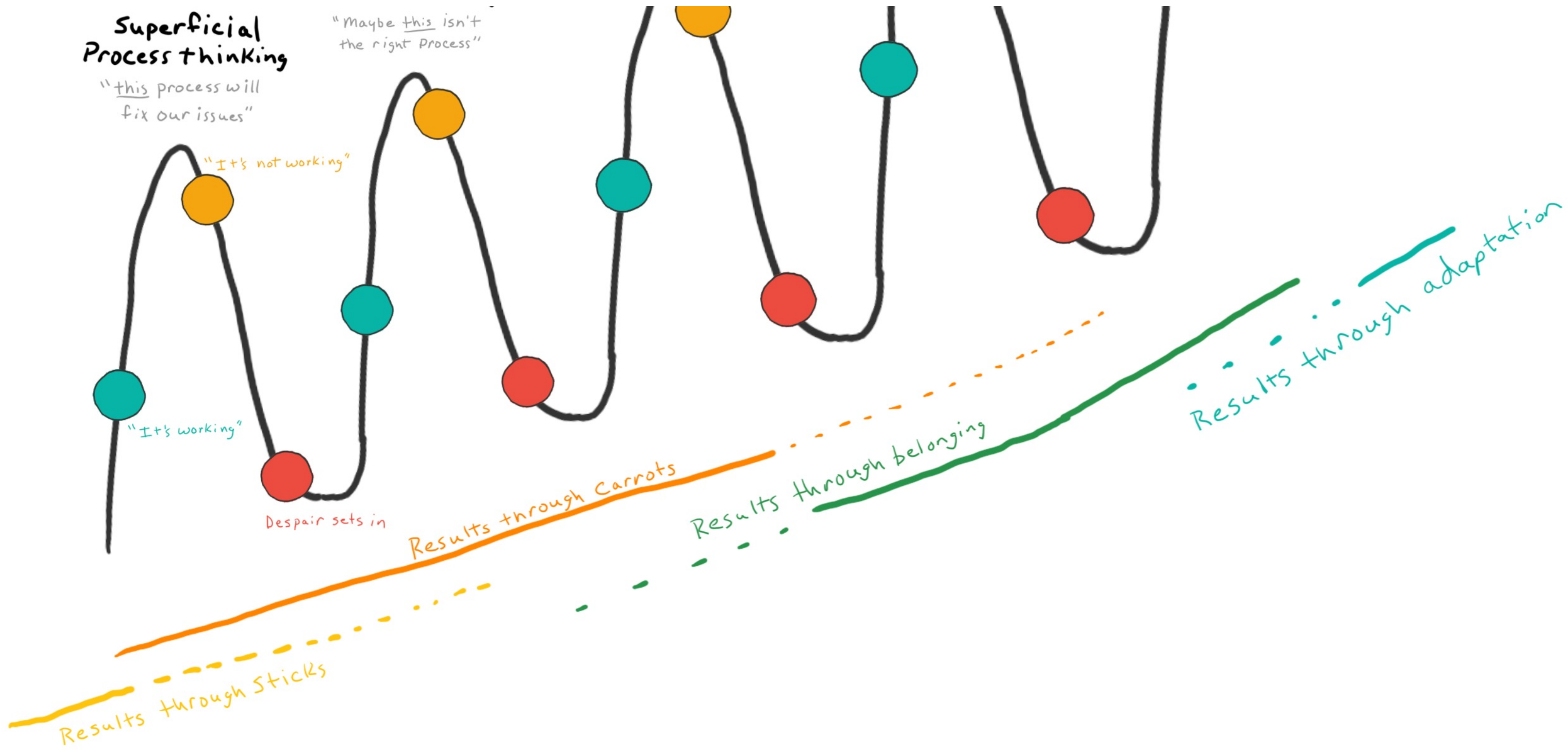
Despair sets in

Results through Carrots

Results through belonging

Results through adaptation

Results through Sticks



Act 3

Jiggle
Things Loose





Art
of
Change

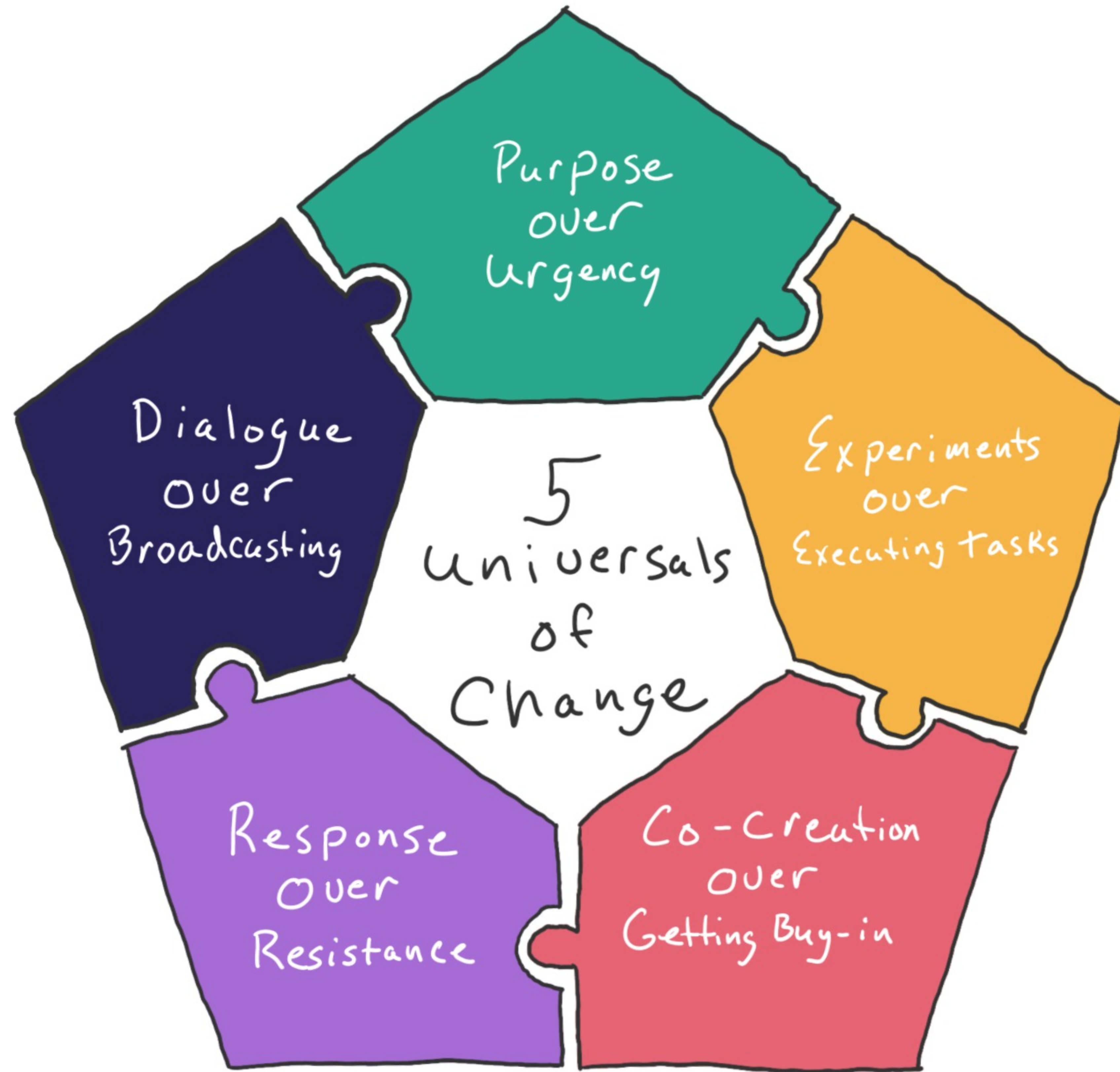


Science
of
Change

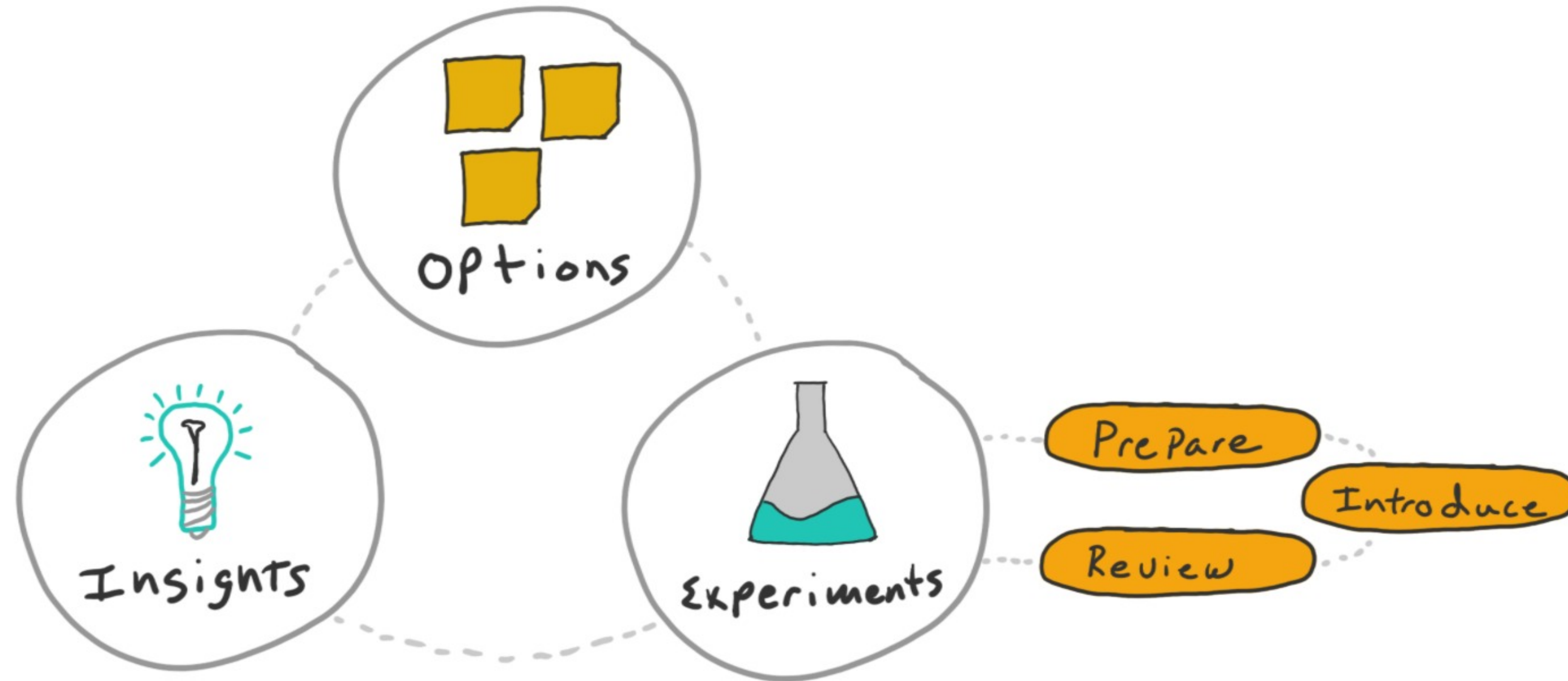
Art
of
Change



Science
of
Change



Lean Change Cycle



Iterative and Incremental
Bottom-up change Intelligence
Supported top-down

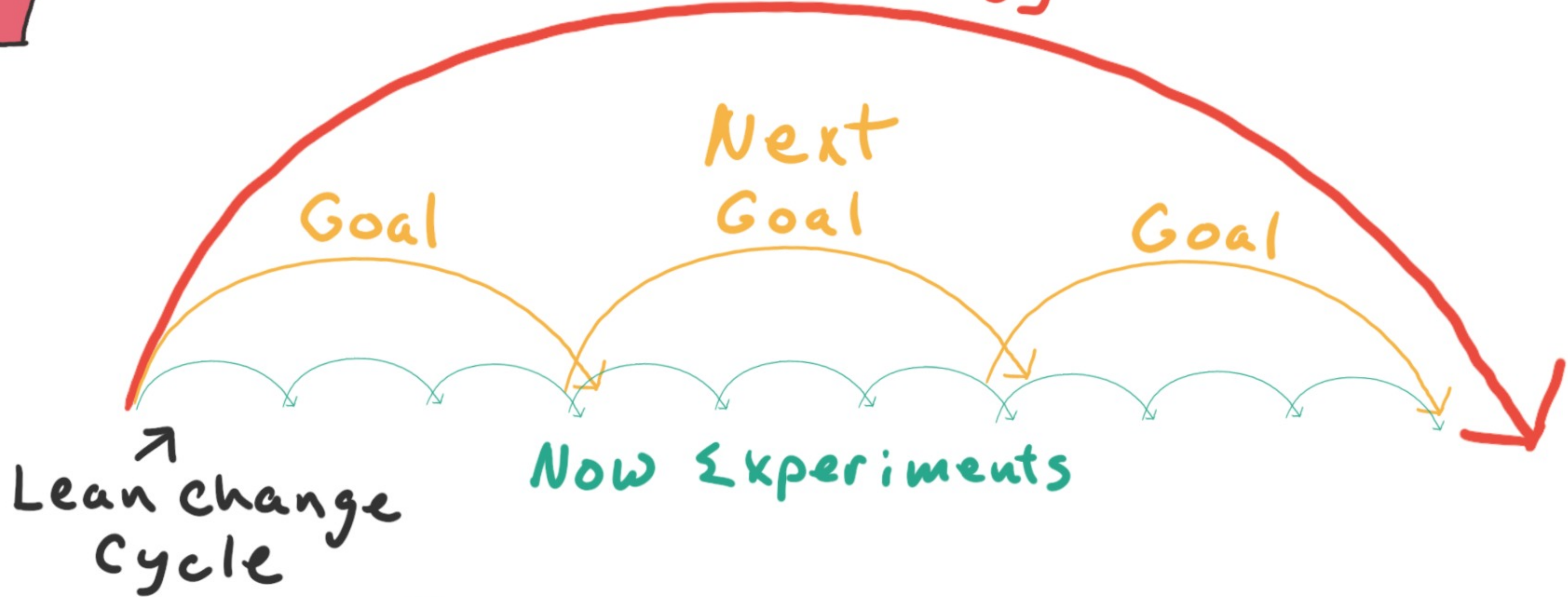


Change

se
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Co-creation
over
Getting Buy-in

Big Strategy



Big / Next / Now