

All right, welcome everybody. Welcome to our 23rd edition of the SlinkyThink Sessions. This particular one, we're going to dive into something that I'm pretty passionate about, which is the idea of change models. When I got started and started thinking about how we implement change years and years ago, I read John Kotter's book, *Leading Change*, and it was a very interesting read. It gave me some ideas and some insights into how to go and make organizational change. I wanted to share that with you. The reason this one is the first we're going to be moving through the models, the various models that are out there over the course of the next series, the next few webinars, and the reason I start with Kotter is because he's foundational.

Almost every person who's doing change management has read Kotter's book and his steps are universally understood to be an approach that you can take, albeit, and you'll notice, it seems to be very waterfall-ish. It tends to be very organized in step sequentially. I'm going to be interested in your feedback and what you think about it and how you appreciate what we're talking about with this particular model. Let's go ahead and get started.

What we're going to cover today is I'm going to cover the introduction. We're doing that right now, of course, but then we're going to start off with the journey so far. We're going to go back and we're going to talk about where did we come from? We started this whole series with the concept of burning platform, so what have we covered in those webinars? I want to kind of do a quick catch up to get everybody up to where we are.

Then, we're going to dive into John Kotter's model. We're going to talk about Kotter himself and what he's about. Then, we're going to dive into the model per se, right? The steps. Then, we're going to talk about his newest work. Very, very briefly, I'm going to come back in about three or four webinars, we're going to go through the ADKAR model. We're going to go through Jason Little's *Lean Change Management* model. Then, I want to come back to *Accelerate*, because *Accelerate* is Kotter's [inaudible 00:02:26] around where he's starting to suddenly realize that the hierarchal, traditional organizations we have don't always work when we try to innovate. That book, *Accelerate*, was where he starts diving into that.

I want to start exploring that in the next... Once we get through these next couple of webinars, we'll jump back to that and talk about that. At the end of the day, we're really trying to figure out how do we introduce change in a organization? Not just Agile, not just Lean or Safe or whatever, but how do we implement change? What we're finding is that the old models, while they worked for us for a while, they don't really work now. We need to adapt those and figure out what that looks like, so that's what we're going to be covering in the next few webinars.

I love this quote. I found this from Heraclitus, "Nothing is permanent except change," right? We are all going to be going through change. If we broaden our timeframes and we look out long enough, change is going to happen. It's going to be there. If you thought you were in a nice stable job and knew everything about what you were supposed to do, guess what happened around March 15th? You don't know that anymore, right? That got upended, so change is always going to be there and we need to embrace it. We've talked a lot about-

So when we talk about the journey so far, one of the first webinars we talked about, volume 19, we really talked about what a burning platform is and why you need to have a compelling reason for folks to change. Most people don't want to change. They don't want to disrupt their lives if they don't have to. That's what we spent a lot of time talking about, about how if you make it too dire and too severe, people's reptilian brains are going to kick in. They're going to start going off and they're going to react instead of stopping a second, figuring out what they need to do and then moving forward. So we want

to develop a compelling reason that gets people motivated to move forward, but it doesn't scare them to the point that they become paralyzed and they just react.

The next session, we talked about exploring digital transformation models, and that's really what we're talking about here. We're all talking about digital transformation. We talked about some of the various models that are out there, why we need to change, how that approach works, and some of the challenges with it, some of the compelling reasons we need to move forward.

We also started talking about the head, the heart and the briefcase. We talked about that a little bit more in change management for humans. Change management for humans, what we talked about was that change happens and it's for people. At the end of the day, it's for the people that are doing that are doing the work, and they're the ones that we have to help change, not just the 'organization'. We want to help the individuals.

In that session, we talked about the fact that some people accept change at different rates than others do. Some people just jump right in with both feet and say, "Let's go." Other folks are more hesitant. They're less to be on the bleeding edge. They're more likely to be, take care of everybody else and when you get around to me, I'm ready, but I don't want to push it. We talked about that and we talked about how the emotions that kick in, where people will, if the change is scary to them, they may act with their reptilian brain or, if they get emotional, that's where the human side of us comes.

We talked about that quite a bit, and I can't implore you enough that when you're implementing change, think about the people that are around you. Think about the people that have to actually deal with the change and implement the change. When they're reacting to you, they may very well be reacting because they are scared. They're scared their world's being upset. Maybe this change is striking at something that is foundational to them. You'll see people react a number of different ways.

I'm working with a client right now where there's several people in there that are yes, but. "Yes, Chris, we understand what you're saying, but that won't work here because of A, B and C." In many cases, it's not that they would mind the future state it's that they can't seem to get their head around the idea of the change. As we go forward, we need to take into account humans, and that's the part that most, sorry, I went too far back. That's the thing that most agile transformations miss, any transformation miss, is we miss that human aspect of it. We miss the soft skill side of it, and that's really important.

The last session we had, we talked about measuring change, and we talked about the importance of being able to baseline where you're at, and then to evaluate all of the various metrics that you need to capture. Whether we're talking about training classes and we're talking about, did it get absorbed and how are people feeling? Are they happy? Are they anxious? Are they sad? We again, explored that concept of the head, the heart and the briefcase.

For those of you that's a new concept, the briefcase is a term I use to describe your resume, your LinkedIn profile. It's your skills that when you come into an interview, it's the first thing we typically glean onto. We talk about your brief, "Tell us how you progressed up through this organization. Tell us why you got promoted to this particular field. Tell us about how you solve this problem." We're going after specific experiences.

When we talk about the head, we're talking about how you think cognitively. What's your decision making? Are you a complex thinker? Can you deal with complex issues or are you a very focused, straight line thinker? Are you a growth mindset or are you just going to be a fixed mindset? Which kind of mindset are you? How do you apply what you've learned against the situation around you and the context? How do you match what you've learned and your experiences? How do you match those patterns against what you see? That's really around the head.

Then the heart is really the idea of the mission. It's the inner you, the thing that makes you unique, your why. Are you engaged in what we're trying to do here? Are you engaged when you come into work every day or did you quit and you just haven't told anybody yet? You show up every day, you're getting a paycheck, you go through the motions, you sit in the meetings, you do the work, but you're not really putting your heart into it. You're not really motivated by it.

So we have that concept of those three different aspects. When we're talking about change, we need to be measuring all those. Traditionally we measure the metrics, so we'll measure the KPIs, we'll measure percent complete. We might even measure number of training classes taken and number of people trained, and some other lagging indicators. What we don't really measure is we don't really measure whether the people are engaged or not. Are they focused? Do they want to be here or are they just going through the motions? So that's what we talk about with measuring change.

So this one is where we're going to talk about, again, Kotter's change model. We're going to talk about what the steps are and how you go through it. You'll see, like I said, as we're going through the steps, you'll see how it seems to be very flat and how it tends to follow it. It feels like a process. It doesn't feel like it's a mindset change. It feels like it's a series of steps.

Throughout, we've talked about the fact that culture is the social glue that holds us all together. Culture is the things that make our organizations unique. It's the glue that gets us together through tough times. It's our internal beliefs. It's how we behave. It's the explicit values, the mission statements we put up and the commercials we run and all that, telling people how we want them to perceive us. Then there's our real values. How are we really? We can talk all we want and have great plaques on the walls and run great commercials and send out newsletters, but if we're not doing what we say, if we're not demonstrating what our values are every day, if it's something that we're not modeling, then it's not applicable.

So we've talked about that. It's kind of filtered throughout our conversation so far, but I wanted to bring that up and talk about that. Then also the challenges of adopting agile. I went out and got the version one report. I updated it. If you look at it, 48% of the survey respondents said the highest problem they've got right now is organizational resistance to change. That means the organization does not want to change and is fighting it. 46% are not enough leadership participation. How is that so? How do leaders approve that we're going to go implement safe, we're going to go do an agile transformation, we're going to make a strategic investment and they're not participating, how does that happen? It just amazes me.

When we talk about culture at odds with agile values, 44% of the respondents said that they have that issue as well. The culture is different and doesn't have the same set of values that we have from an agile standpoint. The culture may value people that don't say anything and just do their job. Just take whatever leadership says and go execute against that, well, that's not agile. That's not what we're trying to portray.

We talk about inadequate management support. Again, same kind of deal. We're going through it and we're talking about it from a management standpoint. We're in, but we still we'll have these pet projects that we've got to get done, and we still need our teams to be able to, the individuals on those teams to work on five different projects at a time. We can manage that. All those kinds of things. Culture is at the top the list, no matter how you go about it. Some of these have moved around a little bit, organizational resistance to change over the last three years has come down from about 52% down to 48. Minor movement, but nothing really great. But we all know this, and so that's what we're trying to address with these change models.

Next slide, maybe, there we go. Okay. Then again, I'm coming back to the whole you, the head, the heart and the briefcase. You're going to see that over the course of the next month or so we're going to start

rebranding our website to focus on this. We here at beLithe have classes and workshops for all three of these. The ones you know about are the agile certification classes, scrum certification. All those easy things that are easy to train on. We've got some other classes that are really about the head, about things like emotional intelligence, difficult conversations. Management 3.0 fits in that.

We're starting to be able to categorize our classes that way and we want to start talking and measuring in that way around the head and the heart as well as the briefcase. We want to figure out how we can, not so much so that we can say that Larry is not capable of doing the job, but more along the lines of, here's where Larry has some challenges or there's some opportunities to improve, how can we help Larry in that way? That's what we talk about when we talk about agile in management, that's really what we're talking about is we're trying to talk about how do you help people make that transformation? How do you help them in a way where they want to move forward? We're not dragging them kicking and screaming into the new state that we want them to be in. So we're going to start seeing that. You're going to start seeing that for me. I'm going to start branding our stuff that way to make it easier for people to understand what we're trying to do and what we're trying to communicate.

So let's jump into John Kotter and his model. So who is John Kotter? John Kotter is an author. He's a Harvard professor. He's been studying change for decades. He wrote a book that you'll see next, called *Leading Change* and that book has been, if you will, the semiole book, about how you lead change, how you implement change in an organization.

A lot of the other change models are built off of that and have varied similarities. We'll talk a little bit about next week about [Edcar 00:00:37] where Edcar has got a little bit of a flavor to it. It's got five different dimensions that it looks at as opposed to the eight steps that Kotter has. Right. But we'll talk about those, but this is really the book that if you look at, and you talk to people that are change managers, most of them have read this book. Most of them have built on top of Kotter and built out additional capabilities, additional features that go with it, with their models.

I got a few problems in the webinar I may have to take care of. John, Kotter's a leading author from Harvard and he did write the book, *Leading Change*, by John Kotter. There's no financial reason why you shouldn't go read this book. Right? This book is on Amazon. I think a new copy of it's 12 or \$14. You can get a used copy, fairly cheap. It's been around for a while. And I would suggest you take take a look at it and read it.

So we talk about Kotter's leading change and the eight steps, right? These are the steps that we go through and we're going to step through these individually. The whole idea of this leading change with its eight steps is that we want to focus on how we help the organization get to the end, right? How do we help them get it so that the change sticks? When we look at things like the vision it is created ... We need to have a compelling vision, right? That's where we start that with when we create urgency. We start talking about what's going on. We then get some like minded people together. We get a team together that's going to go forward. Then we step into the vision and sharing the vision, empowering the vision.

For many we view these steps as we go on up the steps here, we view these as being sequential. We view them as being in order and many times the vision is really not that. It's really about we're going to go through and we're going to start some of this and start these steps. Then we're going to go back and revise them. We're going to keep coming back to them. It's really important that we think about that. What I feel like Kotter's model kind of misses is the whole idea of the individuals. It doesn't address the fact that some people are going to move forward faster and be more willing to move forward than others.

It does a little bit when we talk about forming the coalition but it really doesn't help those poor people that are out actually in the trenches doing the work that have to make the change. It doesn't give us any guidance or any of the insight, really, into how we help that. It's more along the lines of show people what to do, once they get familiar with it and we show them what to do then they'll understand and they'll learn on the job.

I like this, as well. I threw this quote in from Kotter and he's saying that we're moving from, if you want to call it that episodic change to continuous change. It used to be that we'd go through phases and we'd go through, we'd hit some inflection point, some turning point and things would change and then we'd be set for a while, right? Sometimes decades, sometimes years, sometimes months. What he's saying in this quote now is that we're moving forward into a different place. We're moving forward into a different timeframe and things are changing continuously. We have to be evolving because things are moving too fast.

The speed of the digital transformations is enabling us to go so much faster that it's difficult. If you're just doing things on a yearly cycle, you're probably moving too slow. Your organization's probably struggling with how do you keep up with your competitors? How do you keep up with the changing market? How do you keep up with demand? We need to be into a model where we're moving forward and we're embracing change as it occurs to us.

One of the things that we need to do is the first step is create urgency, right? We talked about that burning platform. That idea that we want to figure out some message, some motivation to get people moving forward and to get moving forward in a way that makes sense, that gets them motivated. That they understand that they need to move forward. Not, "Gee, I don't know why we got to do this." But they understand and it should be clear and concise messaging when we start delivering that. It should be something that we're pragmatic about and make sure that people get.

To do that we should look toward the future. Paint that picture, tell that story of what the future could be. We should identify any potential threats or any opportunities that might be out there. Think about those up front. Don't think about them when they're faced with this. Let's start a process of talking about what are the threats that are out there and what are the opportunities and let's make sure that we address those and we start thinking about what those are. Let's start developing scenarios of the future. Thinking about, "Okay what happens if the future does X? What happens if the future does Y?" Right? "What happens if we find out five years from now that our market has changed dramatically? What are we going to do?"

Think about those scenarios because you may not be thinking about them because you're moving forward. We're thinking about the change, we got the vision, we're moving forward. There's a lot of people out there that are, "Yes, but," or the passive aggressives that are out there saying, "Yes, we can go forward but that won't work here." "Yes, but that's going to cost a lot of money." "Yes, but our people won't stand for that." Or they're passive aggressive and they just nod their head like a bobble head, right? They go forward and they're just, you think everybody's going along and everybody's in line and then all of a sudden they start coming at you where you start finding out that there's stuff coming through that informal network that exists in all organizations. We start getting that feedback and how do we deal with that?

If we're thinking about that ahead of time, then we're prepared for it. We're not surprised by it. We're anticipating it. Be transparent about what the future holds. Be honest, be authentic, be intentional. Tell your folks what you think the future holds. They're adults, they can deal with it. Let them know what you think that means. They can help you more along the journey if you're transparent about what you're trying to do. If you're transparent about, while we're talking about transparency, your success and

failures. "Well we did this thing and it didn't quite work. We learned this from it." Or, "We did this and it was successful and we're going to do more of that."

Be transparent throughout and then seek validation from others. Don't make it your burning platform, your message, your reason. Get consensus. Talk to folks about what you see. Whether it's the customers, other teammates, whatever. Have them go, bring them along the exercise with you. Look at your industry outside, what are the industry experts saying is going to happen? Seek that validation. "Does my message make sense with what everybody else is seeing?"

The second thing is we want you to consider forming a powerful coalition. You don't manage the change, lead it. You can't manage change. You can't manage people. You can't tell people, "Hey, you should like this." You can't dictate. You can lead it by giving them opportunities to be able to understand what it is. To do that you have to have your Evangelists. You have to have your leaders, your change agents in the organization that are there to get with you. That are going to go out and spread your message out to the rest of the world. You also need to make sure that when you're forming that powerful coalition that you're bringing people along with you because it's the right thing to do.

It's the right thing that communicates to everybody, "Hey, it's not just Chris Daily's idea. It is this is what we as a team think we need to go do." Right? "These are the benefits and these are the negatives. Yes, we know there's some negatives. We'll deal with those." You want those change agents, those leaders, those Evangelists to be with you because they are going to touch more people than you possibly can. It's exponential if you bring those change leaders with you, those change agents and Evangelists. It's going to be exponential on how fast this goes if you bring them with you.

What do we do? First thing we do is we're going to form our coalition, we identify our true leaders. Not the people with the titles, right? They are important, they may have titles and that's great and wonderful. "You're a VP, congratulations." But who are the real leaders? Whoa are the people that people listen to and follow? We see it all the time, you see it all the time in our business as well as in our country depending on where we are, we see there's people that are in charge and then there are people that lead, right? Identify who those leaders are because those are the ones that you need engaged and you need to get them engaged emotionally. You need to get them invested in what you're trying to do. You want to build that coalition, that team of yours and you want to be intentional about it. You want to be sure you're thinking about having different viewpoints. You want to have diversity. You want to have old guys like me, you want to have younger folks in, you want to be able to have different genders. You don't want it to be a bunch of males, a bunch of females. Have a mix.

We need ethnic diversity as well. There's nothing that's more front and center in our news lately than ethnicity and we need that, right? We need to be able to reach everybody. Build your team around that, right? Because you need that diversity. We as well need leaders, at different levels of the organization, we need different leaders. We need some executives, we need some middle managers, we need some people that actually do the work. Make sure that you got different levels representing because they all have different perspectives. The executives all think, "Oh this is great. This will be wonderful for everybody." Meanwhile the folks that actually do the work may go, "This sucks. What are they talking about? This isn't going to work. This is going to screw up my life."

You need to have an environment where you've got all those different levels included and you're asking for feedback, you're asking for them to contribute. When you create the vision, you need to create the vision is the third step. We talked about the burning platform and why we need to go and what's that compelling reason, right? Well where is it we're going? Are we just going out blindly or what is it we want to try to achieve? We need to make sure that it's easy to understand and it's easy to get behind. We should think about how we do that, right? If you think about the concept of an elevator pitch, how do we get people motivated? How do we get them with us? If I have to go in 25 minutes explain to you

what we're trying to do, I'm going to lose you. Can I explain it in three or four or five sentences, right? Can I explain it in 30 seconds?

It does a couple things. A, it makes it rehearsed, prepared. It makes it so that it's you and you're able to convey it. You don't have to stop and think about it when somebody asks you about it but the real benefit is it makes you crystallize and condense what you're trying to say into meaningful sentences. You don't have a bunch of fill words, you don't have a bunch of throw away sentences. You're getting it clear and concise, right? Think about that, again, that elevator pitch. You need to be sure that your vision is linking to the concepts and ideas to the vision of what you're trying to do. So okay, I understand the vision of where we're trying to go but what are the concepts and what are the ideas? How do those tie to the vision? You want to think about that and be sure you lay that out and understand that because they're thinking about it. They're thinking about, "Why do I have to sit through this stupid class for four days?" Right?

"Why is it I have to go through this exercise? We did this two years ago and we tried to do this two years ago and it didn't work so therefore it's stupid." Well we want to link the concepts and the ideas to the vision. We want to link our principals, right, and our ideas or our ways forward, our, "How," to that vision so that people can get an understanding of how we're going to go forward. We want a clear translation of the vision in such a way that it translates into understanding. That people, when we're done with saying what our vision is, people get it. There's nothing worse than when you tell somebody about your vision and then they look at you with a blank stare or they go, "Huh?"

We want to make sure that it's clear, clearly understood, when we're done with our vision and so the way we do that is we define the core values of the vision. We draft our elevator pitch, we practice it, we create this strategy around how we're going to achieve that vision and then we share our elevator pitch with our coalition, with our team that we've developed, our Evangelists. We talk to them about it, we have them talk to us about it, we practice it. We stand up in front of a group and practice and deliver it and make sure. Then have people give us constructive feedback on it. Make sure we've got it and understand it. I put in here, "Practice makes perfect." I am the worst. I would much rather just show up and present, right? Or show up and deliver the elevator pitch but that doesn't work for me, right? It works great for me but ...

Let me say it a different way. It doesn't work well for you because I just show up and I talk and sometimes I make sense and sometimes I don't. If I practice, I've had an opportunity to work through it and that's what we're talking about when we talk about creating a vision. We want to talk about practicing it and making sure that it's clear and concise because in some cases you're not going to get but one shot. You're going to get in that elevator and that VP's going to ask you, "Well what is this new change initiative we're doing? What's that about?" You got one shot. You've got three to four minutes where you can convince him and then you're done and if you don't convince him at the end, he's going to get off and say, "Well I don't know what they're talking about," right?

You want to make sure that you practice it. You want to make sure that you treat it with the importance and dignity that that vision statement deserves. The fourth step is you want to communicate your vision. We want to communicate frequently and powerfully. We want to include it in everything we do and we want to model the behavior we want. If we want people to be transparent, we need to model that behavior. We need to have regular town halls, we need to have regular communication that goes out through a variety of different channels. In some cases it might be a recorded video from the CEO. In other cases it might be a status report. It may be newsletters, it may be I mentioned town halls, it may be when we get together to have an all hands meetings. It can be if we have some big announcement. It could be that we have our own special meetings around it.

But we need to keep it front and center and we need to be talking about as all of the things that are going on as well as the successes we have. As well, we need to talk about the failures but we need to talk about those failures in a way that makes sense, right? We need to talk about failures not from the standpoint of, "Yeah, we failed on this." We need to not gloss over it. We need to talk about them authentically, be transparent, and as well follow up with what we learned from it, right? Then when you communicate that, then act on it. We learned that we need to do a better job of training up front. We need additional training, we're short on emotional intelligence in this group and we need to give them that kind of training as well.

So we need to do that when we go in and we need to be sure that we deliver that. Then we need to say the next time we give an update, "Last time we did this. It didn't quite work out so well. This time we decided we want to do something different. We did that and here were the results." They want to hear your successes as well as your failures and what you learned from it. Don't sweep it under the carpet, don't hide it under some status report that's got percent complete, right? We all know those are BS. We want to go ahead and make sure that we're transparent and we're modeling the behaviors that we want.

Again, when we're doing this, when we're communicating again I've talked about this several times in this last slide, right? We want to be sure that when we're communicating, we're acknowledging VUCA. Volatility, uncertainty, complexity, ambiguity. We want to make sure that we're making the changes applicable to all parts of the organization and we communicate that. This isn't just an isolated thing but this is a bigger thing, a more global thing, and it's going to affect all of us. Here's how the changes are going across the board and here's the impacts and here's the benefits downstream. Then again we want to lead by example, right? I talked about that in the last slide.

We want to lead by example and we want to be transparent, we want to communicate exactly where we're at. We want to get away from vague, cheery get togethers where everything's going wonderful and all the people in the room are rolling their eyes thinking, "Yeah right, I know it's not going well." We need to lead by example. Let's be transparent, let's be honest with what we're trying to do. The fifth step is we're removing obstacles. Obstacles get in the way, right? They slow us down. We call them, "Obstacles," for a reason. Some people call them blockers. They get in our way. Get them out of the way. They slow down momentum. They slow us down from moving forward. Don't wait until they become a big issue. Let's resolve them over time. Let's resolve them, let's start with the biggest ones and work our way down and get them all resolved because if we're not constantly looking and managing those obstacles or those impediments or those blockers, a couple things start to happen.

The naysayers, right? The passive aggressives begin to say, "See? Told you. Couldn't get through that, couldn't stop that." They're constantly looking for reasons for us to stop and so we want to keep those front and center and get rid of them. We want to get rid of them while they're itty bitty little obstacles, not when they become huge mountains that we've got to climb over and so let's address them when we see them. We do that by finding change agents to deliver change. As we're going forward we want our change agents to be the ones that are actually out there helping us deliver that change. We need to recognize the fact that our org structure, our job descriptions and our performance have to align with our vision.

I can tell you just in the last couple weeks working with some of my clients, they're working in a project-oriented org and they've got the traditional, "You get your annual review, you get your feedback once a year," kind of structures. That doesn't work when we're talking about making change. We need to make sure that the changes in the organizational structure, the changes in the way people perceive their jobs are aligned with the change we're trying to implement. Otherwise you're going to have butting heads, we're going to have a conflict. We should recognize and reward when we move those obstacles. Doesn't

mean we need to give everybody a big bump, a bonus, whatever. We do, should, be able to try to figure out other ways to reward people.

Acknowledge people for their hard work. Say, "Thank you," new term, right? "Thank you." Reach out and tell somebody, "Thank you." If you can't tell them in person, send them an email. Tell them how much you appreciate their time and their effort and helping them get rid of that obstacle. If it's somebody that's not involved with the change and they help you get rid of it, guess what? They're going to be more willing to help you the next time and they're going to do it faster. Go ahead and recognize them, reward them, acknowledge them. We want to identify any resistance and help with the vision. We want to identify those spots where ... We want to identify any place that things are getting in our way. Obstacles that get in your way, if you're repeatedly seeing obstacles in a given area, odds are it's probably that somebody's setting those obstacles for you.

You can have folks that can actually inadvertently, right, sometimes not on purpose actually be creating resistance by putting obstacles up in front of you. "We can't do this because of that. We can't do this because of this other thing because of this other thing over here." Let's make sure that we're identifying resistance and help out with the vision. Help them understand what we're trying to do because most people don't come in with ill intent. They don't come in with the intent of, "I'm going to upset this thing. I'm going to stop this change." They come in from the standpoint of, here's all these things and they're concerned about security or they're concerned about past principals and values that we've had and they don't understand that those are getting in the way.

So help them with the vision. Then lastly we want to remove barriers quickly, whether they're human or otherwise. If we can't remove barriers we want to try to resolve them and mitigate them. Sometimes, and I hate to say this, sometimes our barriers are humans. Sometimes we'll hear people say, "Well we can't do that because we're on a legacy system. We can't do that because we've got this governance body that gets together that's required." You try to work with that individual, you try to help them get through it. Sometimes some people just don't get through it. So you've got to figure out how you're going to, when you get to that point, how do you help them find that, how do you help them find something different?

Whether it's on their own accord or your accord, how do you help them do that? We want to make sure that we remove the barriers where we can and we need to do it compassionately, we need to do it expeditiously, but we need to go ahead and do it. I'm looking at the chat here and Wayne just passed a comment through that said, "We can't install every two weeks we work on our mainframe." Right, right? That's an example where the, "Yes, but," or, "We can't do this because of the way things have always been." We need to figure out who those folks are and then help them with the change as we go forward. In my experience, the humans side of it, I put it in here. We don't really have to do that too often. Most of the time the people that are not comfortable with it, they'll find another way. They'll find another opportunity in the organization if they really can't get past it.

Very rarely have I ever had to go in and say, "I think this person needs to ... We need to do something different with this person," and essentially move them aside. Most people want to get there and so when we talk about barriers and it being a human, humans, when I'm talking about that I'm really talking about not the people that are slow or that don't accept change quick. We're talking about the resisters, right? That's the people that are just not going to move, whatever, so that's what we're trying to talk about there.

We talk about number six, we talk about create short term wins. Start small in your change. Don't go out and try the biggest and hardest thing first. Go out and try to get some wins. Figure out what's the, so to speak, the low hanging fruit and take that. Take that as a gift, go forward, take those wins and then go forward. Then when you take those wins, be sure you're communicating it right. When you

communicate it, it does a couple things. Success breeds success. So, "Hey we've had success. We're expecting everybody else to be successful." People want to be part of something successful. They want to contribute so you have this bandwagon effect where they just, people start jumping on board.

"Oh yeah, I've always wanted to do that. This is great, it's going to solve world hunger for us. Let's go." Creating those wins early helps in getting some momentum. It quiets naysayers with positive. They can't say, "Well see, that failed," right? They can't point to it. What they may say is, "Well that was easy. Wait until you get to the hard stuff." You smile at them, nod your head and go, "Yeah, we'll get to the hard stuff. It's coming." You're confident about it but you've got those short term wins under your belt and that success, that confidence that comes from it will help drive you forward and will help increase your momentum.

How you do that, again I talked about it, you do low hanging fruit. You look for things that are low effort investments. I've got a little bit of effort and we're going to get some benefit from it, right? We want to analyze. Be sure that you analyze your benefits and your risks of your targets, the things you're going to do. Don't just jump in because somebody tells you it's low hanging fruit. Be sure that you validate that it is as much as you can and then again, when you achieve those wins, recognize and reward those who got you there. The folks that did the work. It wasn't the person leading the change and it wasn't the VP. It was the folks that did the work. Let's recognize them for what they did and what they achieve.

We want to build on that change. We talked about in step six, right, small wins and build on top of those wins. We want to be incremental in our scope so we want to make sure that we're building a foundation of small wins that we can build on top of. We want to be sure that we keep the perspective as we're building on that change. We want to keep talking about this is a journey versus a event. I couldn't come up with a better word than a event but you kind of get the idea, right? It's like a birthday party. A birthday party happens and it happens at 2:00. That's an event. What we're talking about when we're talking about building change is we're going on a journey. It's a series of events. We're not making changes just for the sake of making change. We're not going to introduce value stream mapping and map your value stream once and just expect that that's all we have to do.

We are expecting that you're going to do that periodically, right? You're going to go back and you're going to look and see how your value stream is. Is it trending in a positive way or a negative way? Do we need to adjust what we're doing? Learn from your successes as well as more importantly your failures, your mistakes. Come away with learnings. What'd we get from this? What are we not going to do again? What do we need to do moving forward? We want to focus on moving forward as well when we're building on the change. We've gone forward. Here are the things we've learned from our failures. They're in the past, we're moving forward.

Don't let people ... Try to resist the issue of, "Oh we want to do a full on analysis of why this one thing failed." Try to avoid that. Try to keep people moving forward, right? We don't want to take a pause, right? What happens when somebody says, "Let's take a pause on that?" Momentum stalls. Let's not, let's try not to do that. Keep your change moving forward and keep that momentum going.

Then we do that by, in my opinion, retro-ing every win and loss. "Okay, we did a little bit of change. What'd we get out of it?" Let's focus on that one little initiative, that one little piece of work we did, then let's do a retro periodically throughout the life of the change. How are we as a change team doing, right? How does our coalition believe we're doing? What do they think we can do? Don't just ask for suggestions. Put it in an environment where it's safe, where it's a trusting environment where people can get together and actually share their honest opinions and not be intimidated by the person with the highest pay or the highest title in the room.

Create an environment of trust where we can get that good, honest feedback. You want to use the learnings for future change. Again, we want to continuously improve. We want to set goals so that we're

building momentum. Revisit your goals. After you have a couple short term wins, okay let's revisit our goals. Are our goals still achievable? If they're not, why are they not achievable? What do we need to do to either maintain those? To get back on course to get those achievable? Or do we need to reset expectations?

It's easier to do a little bit of work and reset expectations than wait until we get a lot. Then the last thing is we want to keep looking for new perspectives to add to our coalition team. We want to keep looking for those different perspectives. Maybe a learning is that we didn't have somebody from accounting or finance or we didn't have somebody from audit included. Okay, so let's include them, right? Let's bring in those different perspectives. Sometimes your change agents, your members of your coalition, they're going to get worn out. They may get tired, they may have ... Life happens so they may have other things they have to go do. Keep looking for new additions to the team that are going to not only bring energy to it but are also going to add a different perspective and try to choose people that aren't like you.

People that think differently. That's where we get really good feedback, that's where we establish really good plans is when we've got different perspectives looking at the same problem that we're trying to solve. You want to anchor the change, which in this case we want to anchor it in the culture. We want to make sure that it's not a big bang, right? We're going to implement this change and on day one, everybody in the company's going to flip. That typically doesn't work. I've only heard of one case where that worked and that was Salesforce when they went agile. The entire organization went forward in one day. They had a hoard of agile coaches there and the management was committed. They were not going back. You want to make sure ...

They were successful but you want to make sure that you don't try that. Remember that we're looking forward and that we're trying to gain momentum. When we talk about anchoring the change, make sure that you consider that we want to hook our change values to our corporate vision. We want to make sure that we've got those going forward and that the change value, our values align with what our vision is for our corporation. Our values and principles at the corporate. We don't want those to compete. We want those to be in sync as much as possible. We want to remember that, I love the quote by Peter [inaudible 00:32:53], excuse me. "Culture eats strategy for breakfast and everything else for lunch."

If you don't hook your change into the culture, as soon as you get to the where you think you're done with the change, the organization's going to go back to the way it was. Over time it's going to drift back because it's going to be at odds with the culture. Make sure that you address that. Make sure that you continue your communication efforts throughout the entire process, right? Don't let it become lax, don't let it become old hat. Keep it front and center, don't slack off on it and remember your culture is the DNA of your organization. That is really what the organization's about. It's about the people that make up the organization and how they interact and that is what your culture is. That is what we need to make sure we hook to and that we improve on.

Again, with the eight steps. We want to make sure that you start at the beginning. When you start, you start at the beginning. You start with creating that sense of urgency. You should go, remember to go through and revisit your steps as you're going, right? Go back to your vision statement, does it still make sense? Go back to your coalition that you formed, does it still make sense? Do we still have the right people engaged? Remember throughout that we should empower our action. We want people that are going to get stuff done, not just sit in meetings and talk.

Be sure that you're constantly looking for those quick wins and then build upon the change and make it stick. Make it be a part, anchor it to your culture. That concludes the eight steps.

What I'm going to talk about next is XLR8, which it's Kotter's how he morphs into agile, and how he deals with that. And so, the book that I'm talking about, that we're going to talk about in a couple of weeks, is called XLR8. It's not accelerate A-C-C-E-L, I can't even say it, R-A-T-E. It is X-L-R-8. So, again, it's a different book. And he introduces some interesting concepts that I'm just going to touch on real quick, we'll go into deeper dive in a few weeks.

But he has this idea that we're going to start operating with two different operating systems. That organizations need to have a network of innovators, which is more like an agile part of the organization. They're empowered, they work together and they operate, they're innovative. They're empowered to go do work. They don't necessarily follow the traditional organizational structure. And then, you still have to have that existing hierarchy. That existing hierarchy provides some things for us. It provides structure, and it provides consistency, and predictability in terms of how we're going to operate. People know what's going to be happening and we don't have to innovate. It works toward operational efficiency when you start looking at products where we've got to reduce the cost. So, it allows us to be able to do that where in an innovative period, we can't really do that. So, that it kind of gives us two types of structure for the organization.

The network itself is agile, essentially. It's got no bureaucratic layers, it's how we were back, and this is a long, long time ago, when our organization was a startup and there was no bureaucracy. That's really what our network is. And the hierarchy, again, is that structure that we're all familiar with, corporate structure, which brings stability. So, how do we marry those two up. And that's really what Kotter's trying to address.

And as a plug for the next for this particular one, we're going to jump into this and talk about this August 25th, about a month from now. And what we're going to talk about, it's really interesting. SAFe, scaled agile framework, has actually tied itself to this kind of concept. And so, SAFe is the second operating system, it's the network. And your existing hierarchy is the traditional, current organizational structure we have today. So, I'm excited about this particular webinar. I think it's going to be interesting.

It's going to be a bit of a challenge because some of us aren't going to be familiar with SAFe. But it will be interesting to try and start exploring that, and see if it's that really just propaganda on the front of SAFe, on SAFe's part, or does it really line up? And we'll also do a little bit deeper dive about XLR8 as how it applies to Kotter's eight steps because there's a few changes in the traditional model that we'll talk about then.

With that, I'm going to wrap up. I'm going to look at the chat and at the question, the Q&A, and see if there's any questions. So, one of the questions I have in the Q&A is that ... I think I've answered Wayne's question here, and that is that the book itself, XLR8, is spelled X-L-R-8. It's not spelled like Nicole Ferguson's Accelerate book, so it is a little bit different.

So, are there any other questions, comments? Everybody's still here? Anything in the chat? Nope, nothing in the chat either. Okay, well with that, I'll give you two minutes back of your life. The next webinar that we have, the next one we're going to do is going to be, we're going to be focused on the ADKAR model, which is promoted by Prosci. For those of you that might be Googling that right now, it's P-R-O-S-C-I. We're going to talk about that model. It's a little bit different model than Kotter's. It has some similarities, but it's got a few nuances too. So we'll be exploring that in a couple of weeks. So with that, I thank everybody for your time and we'll see you at the next #SlinkyThink Session. Everybody have a good day.

