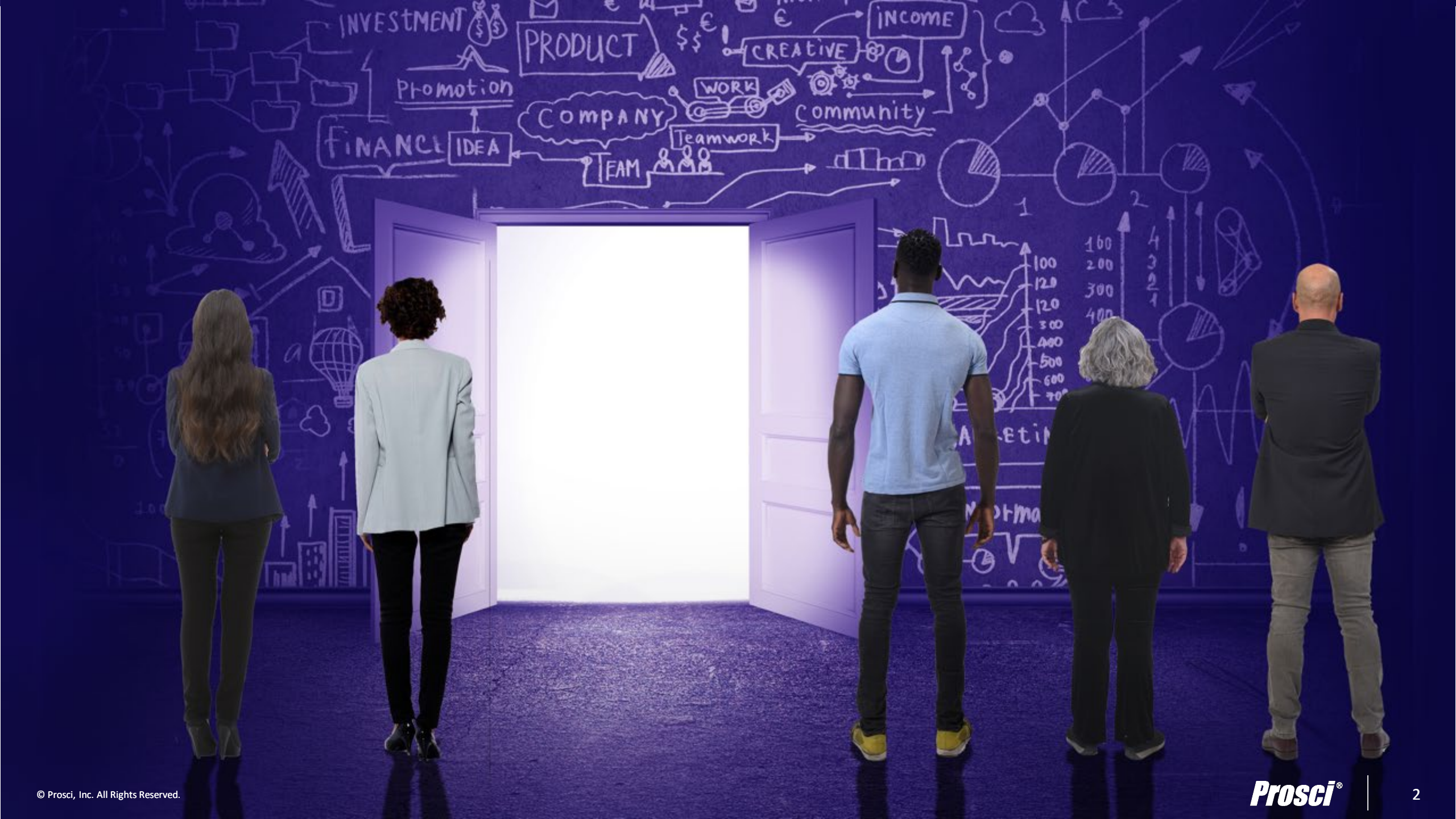


# How 'Multilingual' Change Leaders Activate Change Ecosystems to Drive Change Success

**Prosci**<sup>®</sup>  
PEOPLE. CHANGE. RESULTS.™



October 25, 2022



# Leading Change, ~~Today~~ Tomorrow

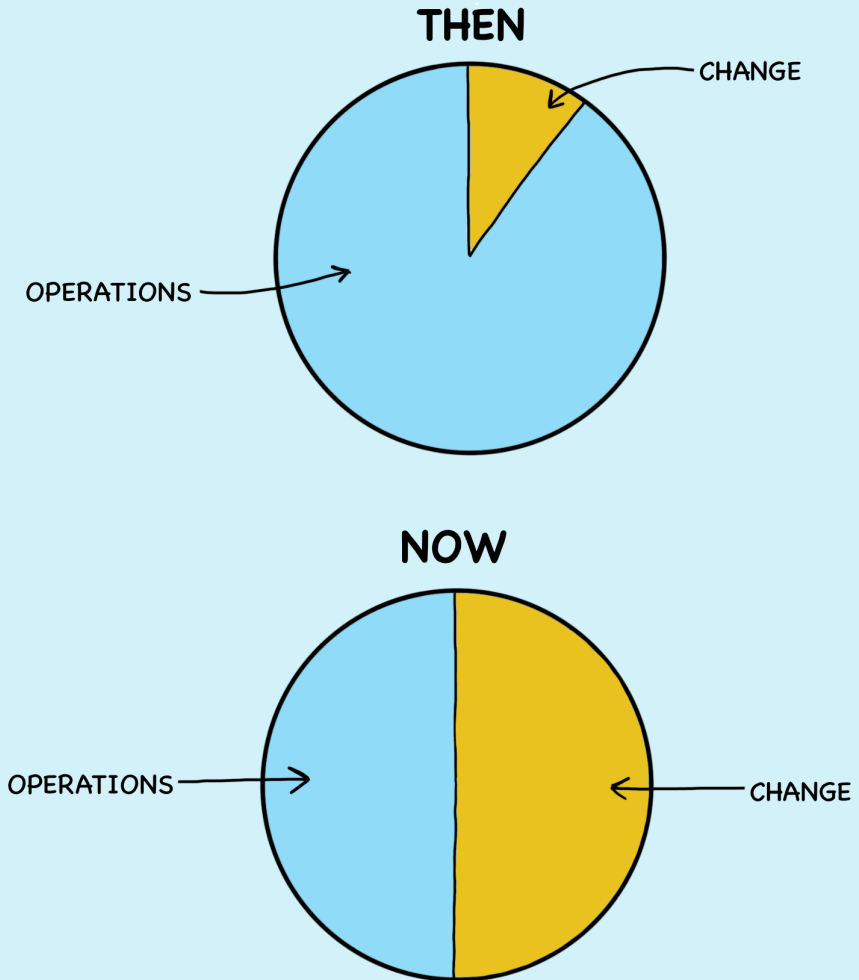


Workplaces are changing  
Organizations are changing  
Change is changing



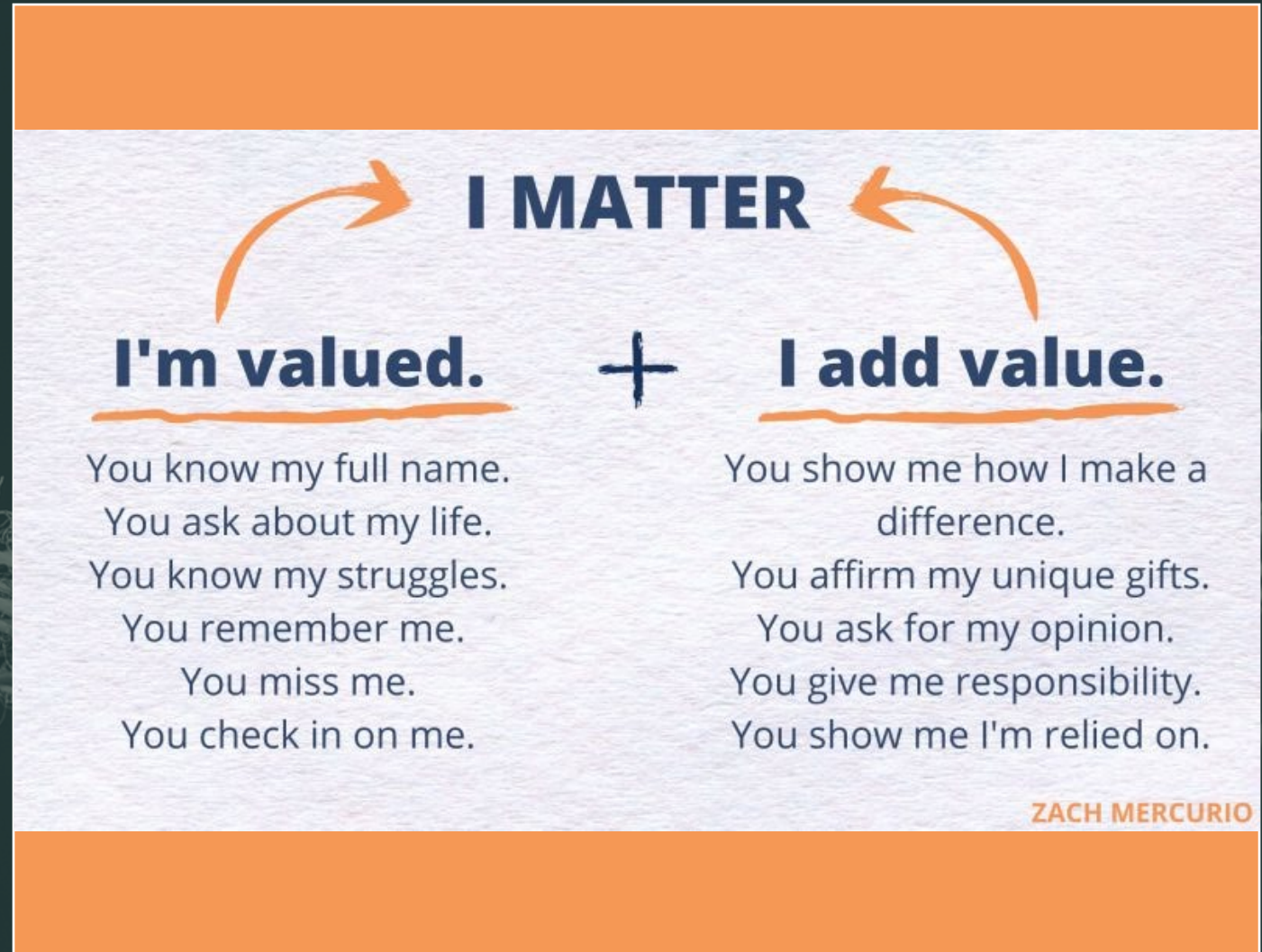
# More Productive AND More Human Centric

## HOW LEADERS CREATE VALUE





# More Productive AND More Human Centric



Used with permission from Zach Mercurio. September 16, 2022.





Today's opportunities and challenges  
are multi-faceted.

Our responses and solutions  
must be multi-faceted.







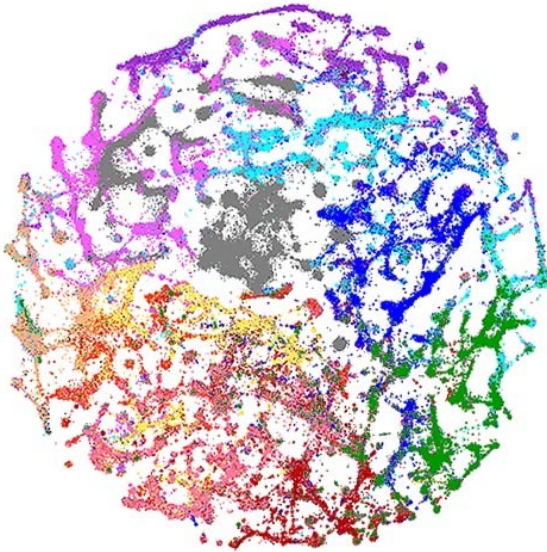
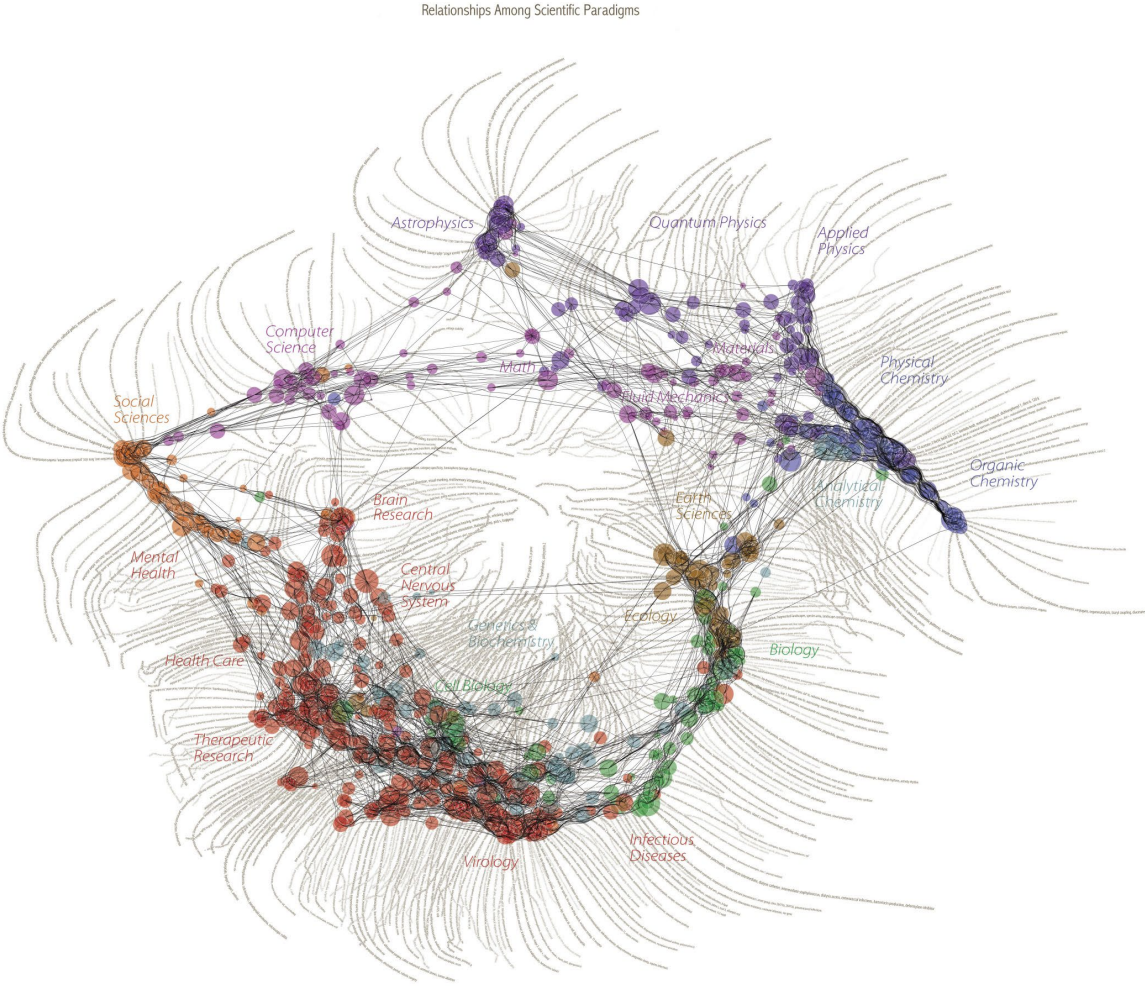
“When you step into an intersection of fields, disciplines, or cultures, you can combine existing concepts into a large number of extraordinary new ideas.”

The Medici Effect  
Frans Johansson

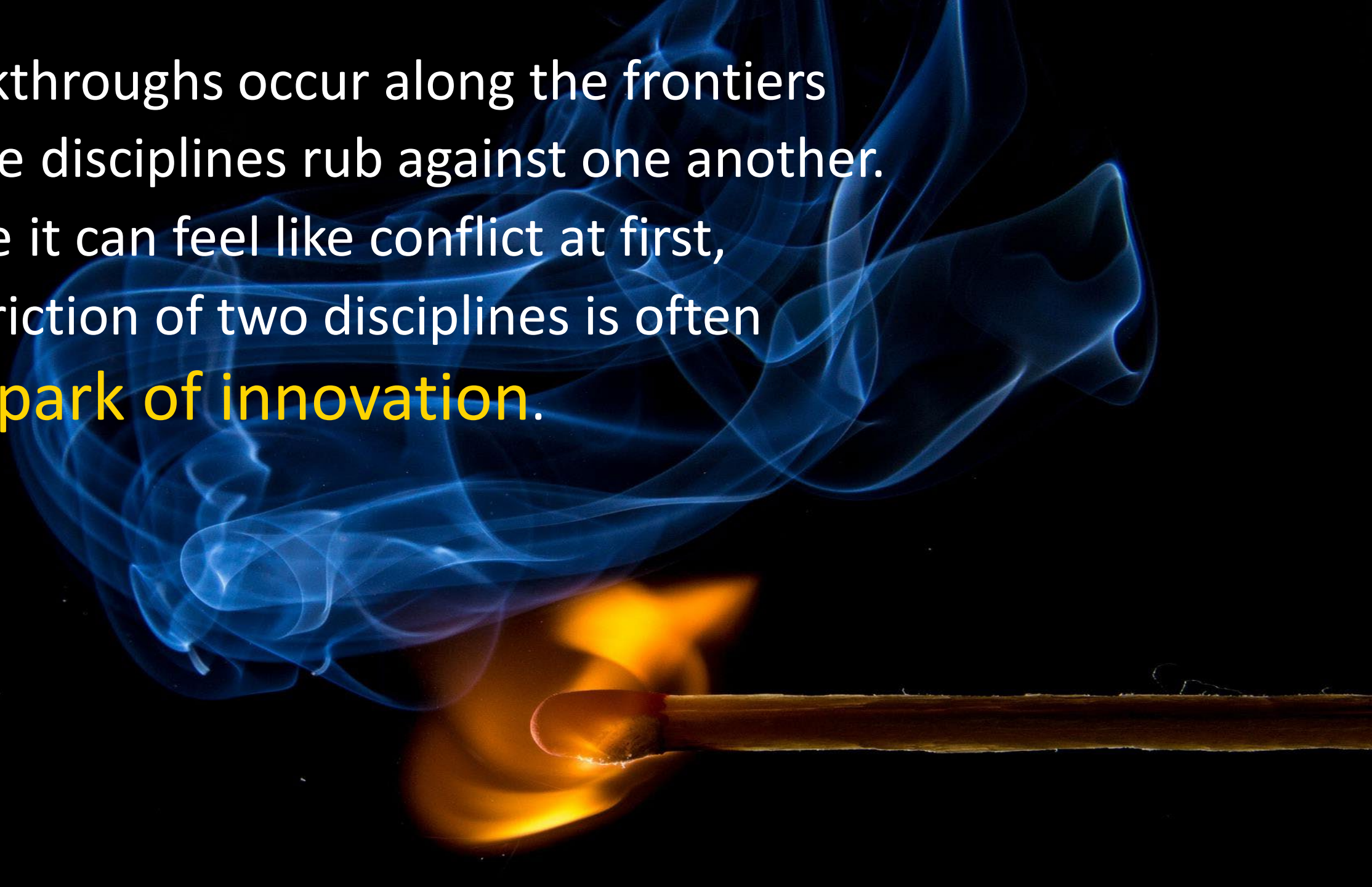




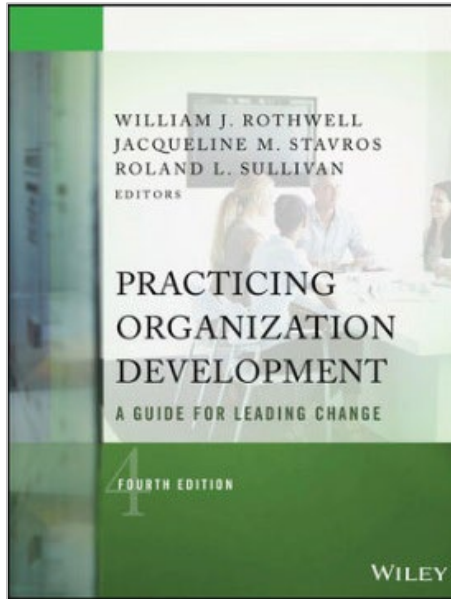
# Example: Science Ecosystem



Breakthroughs occur along the frontiers  
where disciplines rub against one another.  
While it can feel like conflict at first,  
the friction of two disciplines is often  
the **spark of innovation**.







## CM + OD

2015



## CM + PM

2015

### Intersection of Change Management and

Customer success	Value engineering
Benefit realization	Outcome engineering
Value management	Expand Selling (ExS)
Value realization	Land and Expand

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[www.linkedin.com/in/timcreasey/](http://www.linkedin.com/in/timcreasey/)

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v9 1

## CM + Value Management

2016

# Meta Change Ecosystem



# How do you take your coffee?

Black

With cream

With sugar

With cream  
and sugar

Not a coffee  
drinker



# How many years have you been connected with the state?

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)

# Where are you connecting from today?



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# What change disciplines do you experience the most often?

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# Contemporary Change Disciplines

## Agile

## Architecture

## Benefit Realization

# Business Analytics

## Change Management

## Collaboration

## Communications

## Continuous Improvement

## Culture

## Customer Experience

## Data Analytics

# Design Thinking

## Digital Strategy

## Employee Engagement

## Human Performance

## Innovation

## Knowledge Management

## Leadership

## Lean

## Learning & Development

# Machine Learning

## Organization Design

## Organization Development

## Performance Management

## Portfolio Management

## Process Management

## Program Management

## Project Management

## Quality

## Six Sigma

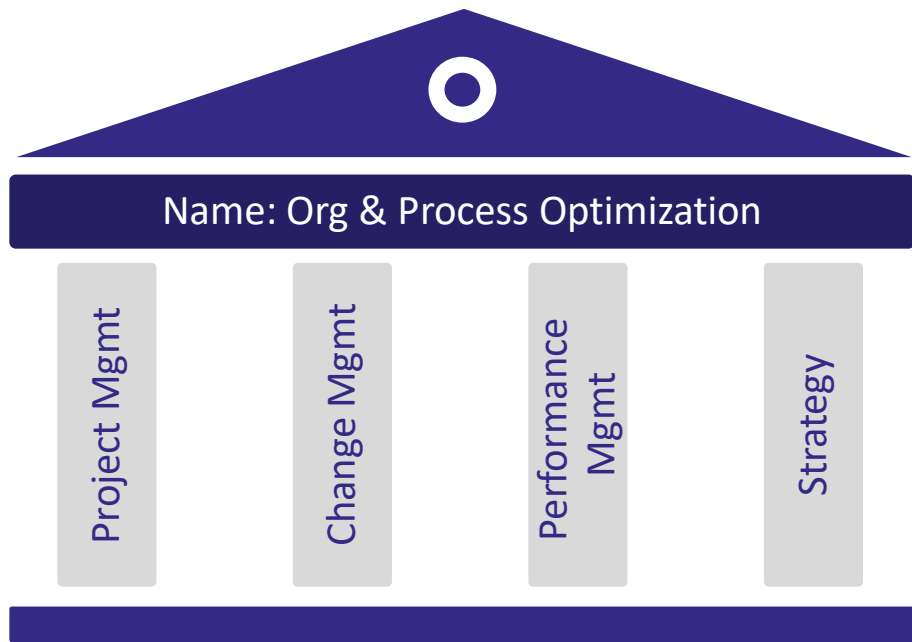
## Strategy

## Talent Management

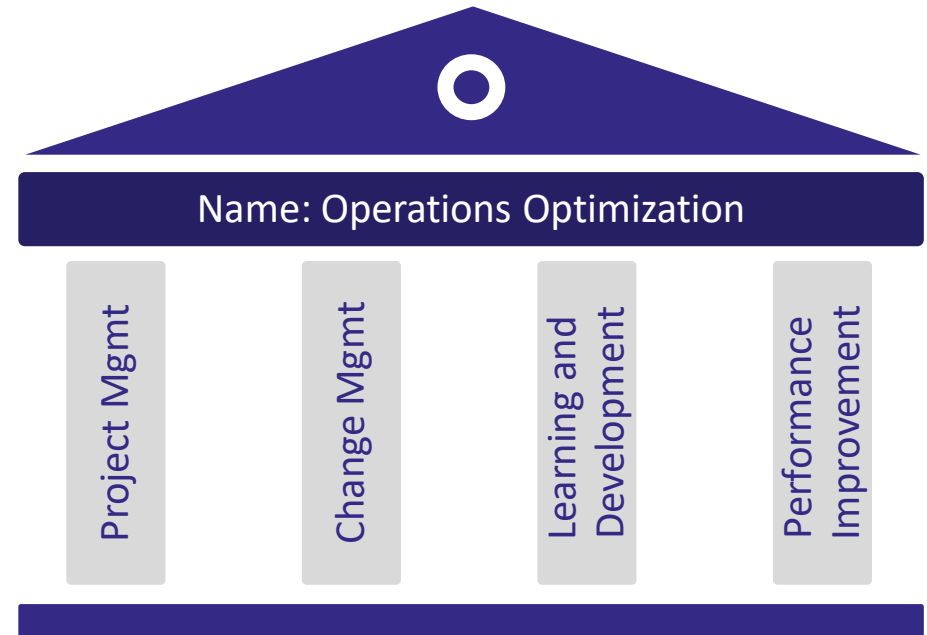
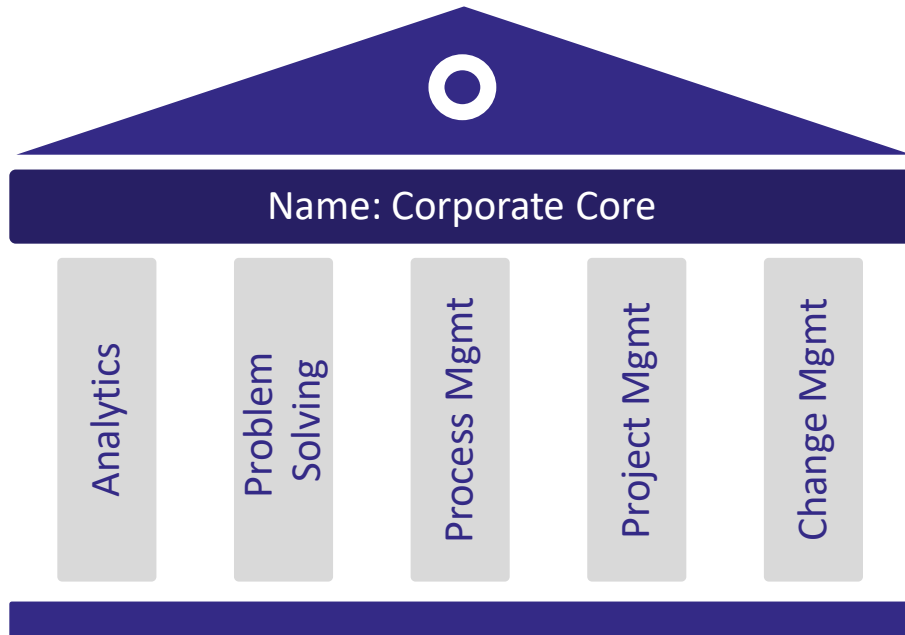
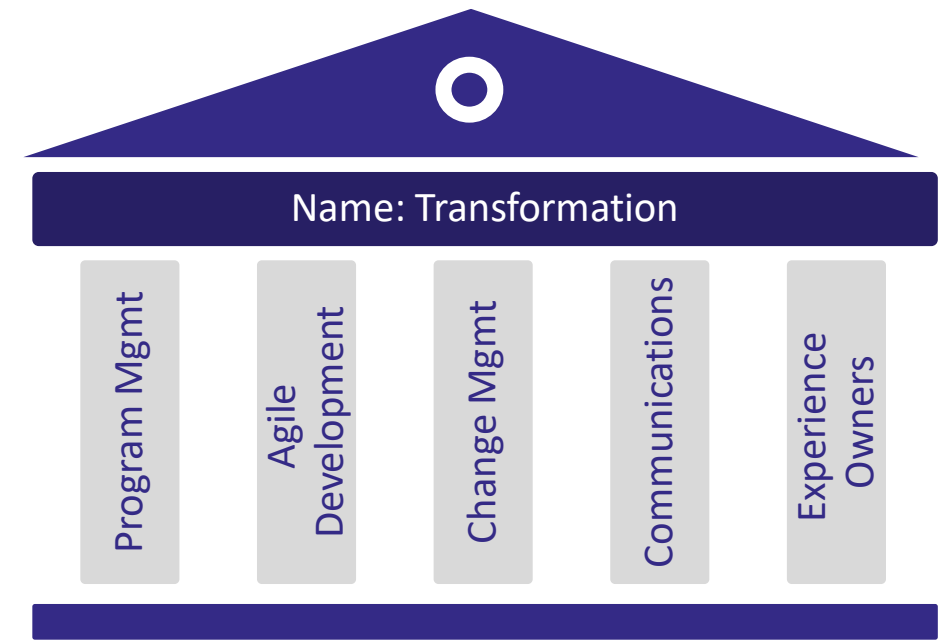
## Training

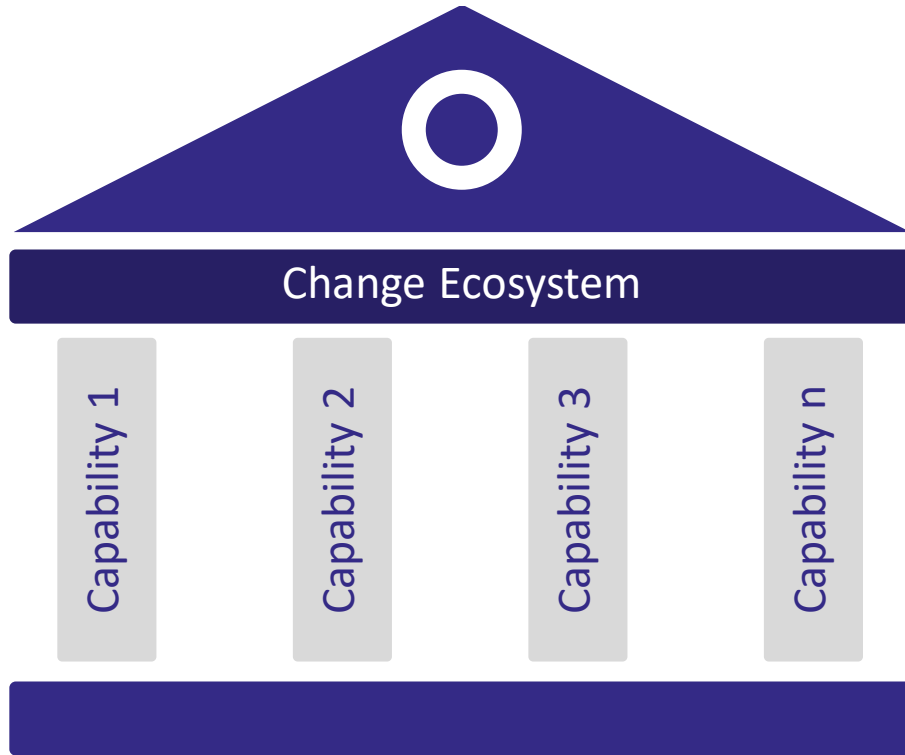
## Transformation





Examples that led to the change enabling system and change ecosystem work





## Change Ecosystem

A platform of several change capabilities intended to provide a coordinated solution supporting change efforts to increase change outcomes and probability of success.

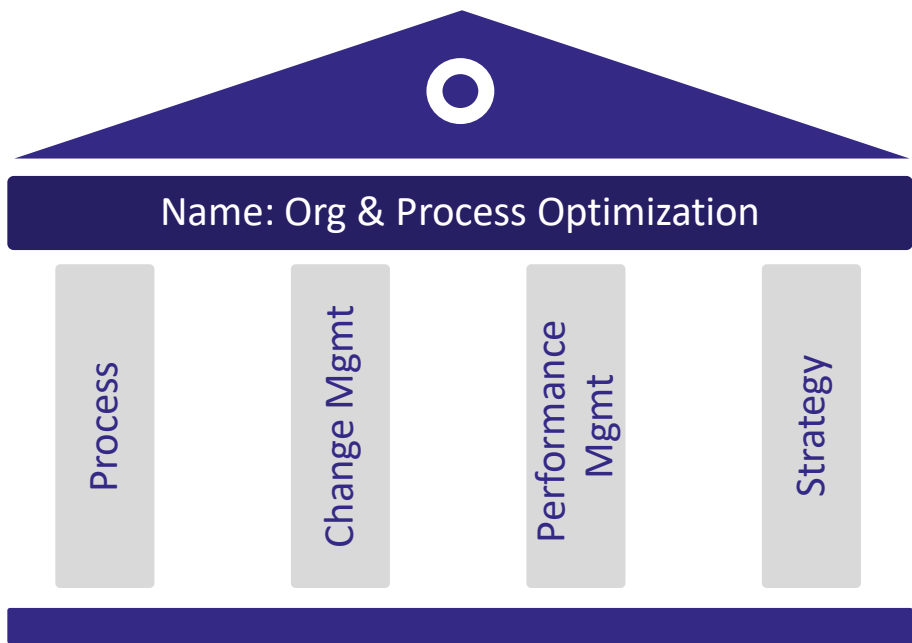
## Capability

A particular discipline or body of knowledge/effort intended to address a particular facet of organizational performance.

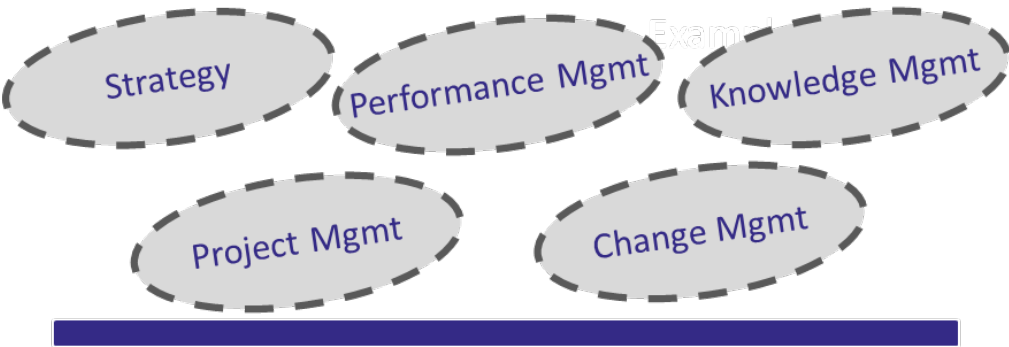


# Various Form of Change Ecosystems

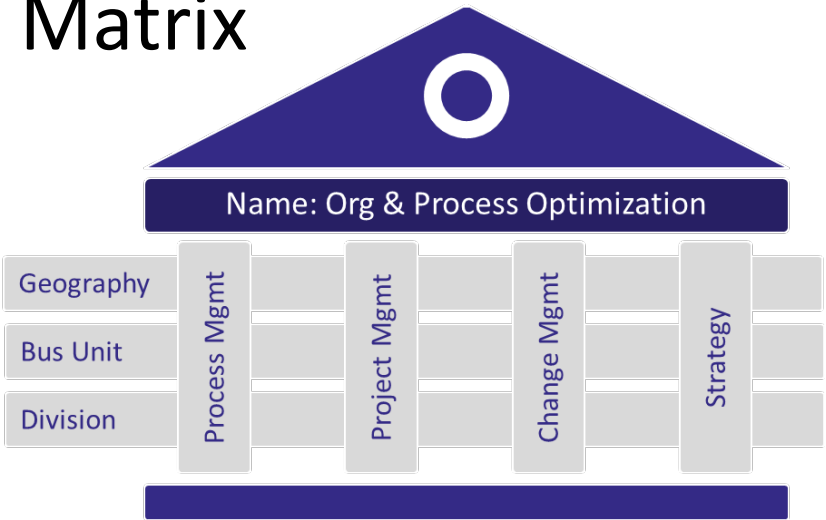
Formal



Informal



Matrix

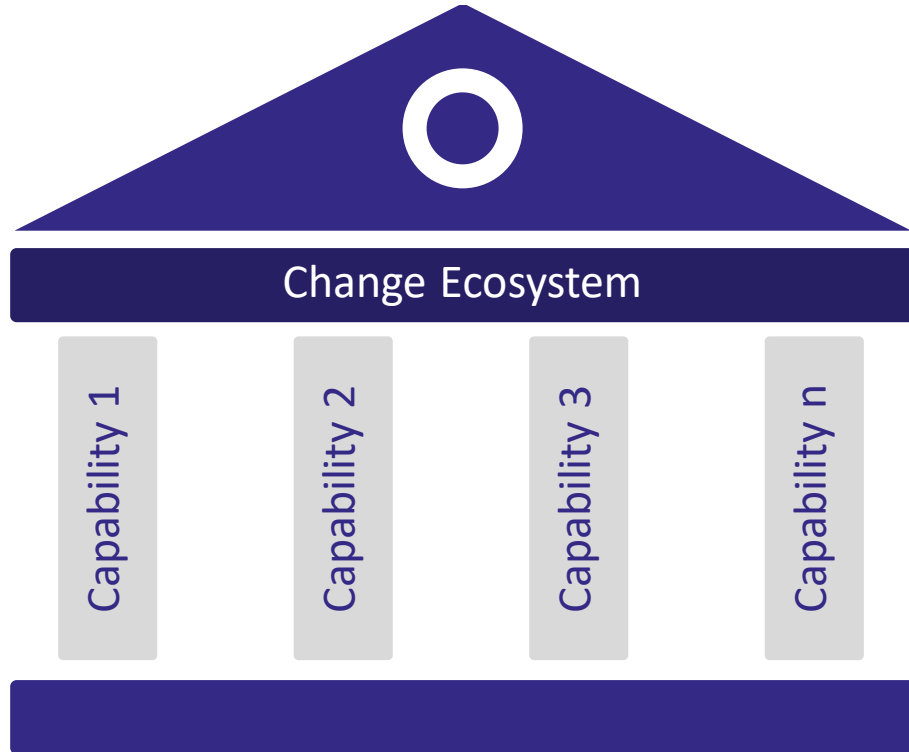


## Example Change Ecosystems

## Change Disciplines

AMS	CM, PM, Lean Management, CI, Metrics, Leadership Behaviors/Development
Business Services	PM, CM, Communications, Business Analysis
Business Transformation	Solution Architecture, Project Management, Change Delivery
Experience Transformation	Prog Mgt, Project Mgt, Change Mgt, Transition Mgt
Formula Management	Lean, Performance Coaching, Process Improvement, Quality Systems
Informal	Strategy, PM, CM, Analytics, ERP
Informal	Agile, CM, PM, Lean
Operational Excellence	Continuous Improvement, Change Management, ERP, Data Analytics
Operations Integrity	Process Improvement, Project Management, Change Management
Operations Support	Project Management, Data Analytics, Process Improvement
People, Strategy & Organizational Effectiveness	Learning, CM, Value Stream Mapping, Leadership Development
Service Delivery & Support Services	Training, Planning, Comms, CM, Process Optimization, Service Value Streams
TLS	Theory of Constraints, Lean, Six Sigma
Transformation	BPM, PMO, Change Mgt, Perf Mgt
Transformation	Systems Engineering, Change Management, Project Management, Business Operations
Transformation and Strategy Office	CM, PM, Process Improvement, Performance Measurement, Data and Analytics
Transformation	Strategy, Project Management, Change Management
Transformation	Strategy, Project Management, Leadership Development, Performance Management



# Unique Capability Combinations



Which capabilities are needed to support your unique needs, challenges and opportunities?

The **external dynamics** and **internal performance drivers** of your organization dictate the **particular capabilities** that should comprise your change ecosystem.






List the change capabilities your organization is assembling / has assembled / should assemble. -> syntax -> Organization: capabilities







Coming together is a BEGINNING  
Keeping together is PROGRESS  
Working together is SUCCESS

Henry Ford, Entrepreneur



# Challenges to Overcome

Confusion among capabilities



Silo-ed and non-collaborative



No vision of what the system should deliver



# Value of an Activated Ecosystem

## Change Execution

“We cannot solve our problems with the same thinking we used when we created them.”

Albert Einstein

## Innovation

“When you step into an intersection of fields, disciplines, or cultures, you can combine existing concepts into a large number of extraordinary new ideas.”

Frans Johansson

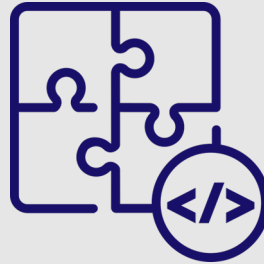
## Future Readiness

“The winners of the future will be those who can out-change the competition, consumer demands, regulations, legislation, sustainability requirements, digital revolutions, global pandemics, societal shifts, etc.”

# Activating Your Change Ecosystem – Understanding



Build Shared  
**Understanding**



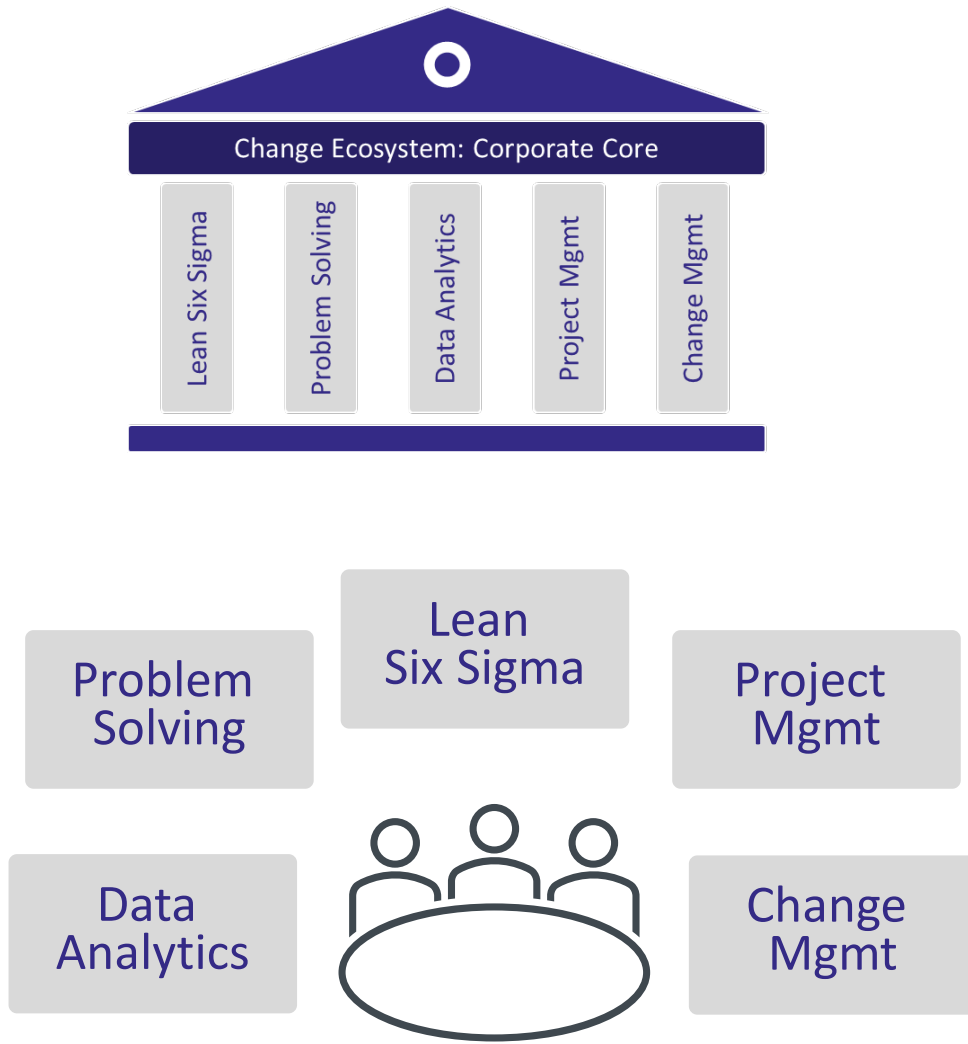
**Integrate**  
on Initiatives



Become  
**'Multilingual'**



# What would you say you do here?



- You are a project manager on an initiative that the Corporate Core change ecosystem is rolling out in the organization.
- How accurately could you describe what your colleagues do with their capability?
  - Problem Solving?
  - Data Analytics?
  - Project Management?
  - Change Management?

# Change Ecosystem Alignment Framework

Why We Do What We Do	To/By Purpose Statement
What We Do	Concise description of our actions/approach
How To Engage Us	Prompt questions for “when” and “how much”

Common and shared **understanding**  
begins with **clarity of purpose**

TO/BY Purpose Statement Format

TO \_\_\_\_\_ BY \_\_\_\_\_



The diagram illustrates the TO/BY Purpose Statement Format. It consists of two horizontal lines, one preceded by 'TO' and one by 'BY'. Below the 'TO' line, a curved arrow points upwards to the line, with the text 'achieve what' written below it. Similarly, below the 'BY' line, a curved arrow points upwards to the line, with the text 'doing what' written below it.

*achieve what*

*doing what*



## Example

## Example TO/BY Statement

Change  
Management

TO capture people-dependent project ROI  
BY preparing, equipping and supporting our people through the transitions they are experiencing.

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TO enable our clients to achieve more successful change outcomes  
BY building individual and organizational change capabilities on a platform that is results-oriented, research-based, holistic, and easy to deploy.

Me (Tim Creasey)

TO spark aha moments and insight  
BY aligning how I unfold a story with how human beings absorb, process, internalize, and act on information.



## Example

## Example TO/BY Statement

Benefit  
Realization

TO ensure we are aligned to deliver value  
BY clearly articulating our common,  
measurable target upfront

Innovation

TO inspire a culture of continuous improvement  
BY promoting ground up change and a safe space  
for ideas to flow

Portfolio  
Management

TO provide highest return on investment,  
BY managing limited resources and focus  
aligned to strategy



Agile	TO ensure continued customer value BY committing to smaller delivery cycles
Benefit Realization	TO ensure we are aligned to deliver value BY clearly articulating our common measurable target upfront
Business Improvement	TO think new (be the innovators), BY continuously improving & empowering our people to lead the future
Change Enablement	TO enable the realization of value of changes being introduced BY leveraging best in class approaches to change management
Change Management	TO deliver project outcomes BY engaging impacted people in the change process
Change Management	TO realise benefits BY increasing the speed of adoption, increase proficiency and increase utilisation
Communication	TO give people information that they can apply BY giving them simple and easy messages they can digest
Creativity	TO generate novel and useful ideas BY tapping into the thoughts of the employees
Data-Driven Decision-Making	TO make data-driven operational and business decisions at all levels BY enabling all employees access to operational and business data, analysis, and visualizations
Human experience	TO achieve remarkable patient satisfaction outcomes BY educating team members to compassionately connect with patients and each other
Innovation	TO inspire a culture of continuous improvement and innovation BY promoting change from the ground up and encouraging a safe space for ideas to flow
L&D/Training	TO enable our teams to be able to deal with change BY having the tools/resources available to them
Leadership Development	TO grow leader capacity BY creating experiences that move them through cycles of learning and practice
Lean	TO change the way people work BY building a culture of improvement and productivity.
Organization Development	TO deliver org strategy and performance results BY enabling the health of the human side of the organisation
Portfolio Management	TO provide highest return on investment, BY managing limited resources aligned to strategy
Program Management	TO manage effective organizational change BY creating tactics, strategies and methods to successfully integrate and collaborate within a project group.
Project Management	TO implement project from beginning to end BY tracking requirements and progress and managing risk.
Project Portfolio Management	TO increase chances of project success BY following a defined process to identify priorities and make sure we focus on the right projects
Quality Improvement	TO improve organizational performance BY collecting and analyzing data to identify and test promising performance enhancing changes.
Safety	TO send people home safely. BY engaging people to actively care for themselves and others around them.
Strategy	TO identify a differentiated approach BY finding and leveraging whitespace.
Training	TO enable best performance BY providing rules, tool, and enhancing skills
Transformation	TO drive the organization forward, BY creating a roadmap that lays out a clear path to success
Transformation	TO lead an organization or function to discover how to become more effective BY transformative thinking about the work they do and how they do it
Value Achievement	TO develop clear metrics and expected outcomes with accountability BY collaborating closely with the business throughout the change



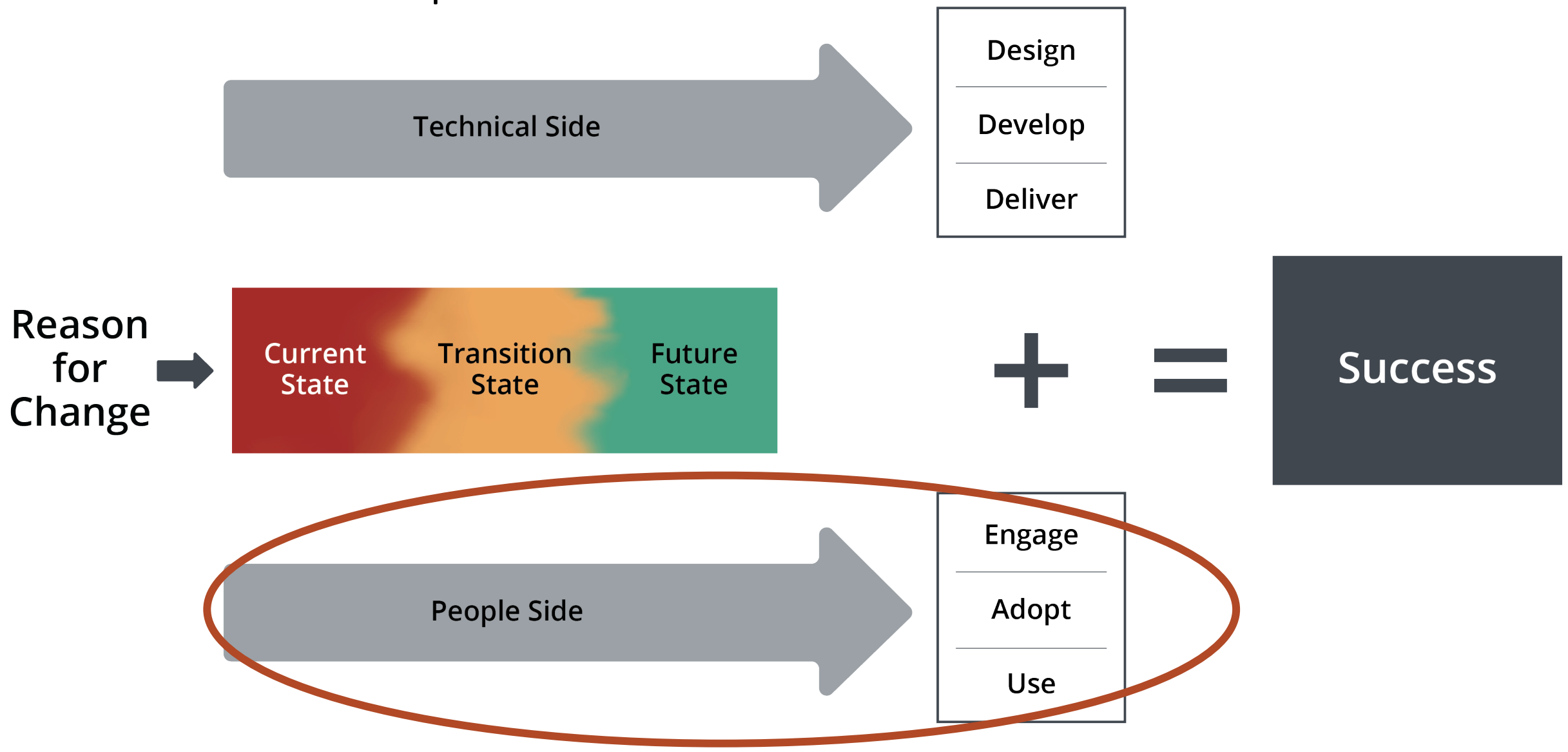


**Write a To/By Purpose Statement for a change discipline you know. ON A SINGLE LINE -> syntax -> Capability: TO [achieve what] BY [doing what]**

# My Sample Answers for Change Management

Why We Do What We Do	TO capture people-dependent ROI BY preparing, equipping and supporting our people on their change journeys
What We Do	<ul style="list-style-type: none"><li>- Structure and Intent</li><li>- Individual and Organizational</li><li>- Engage, Adopt, Use</li></ul>
How To Engage Us	<ul style="list-style-type: none"><li>- How much of expected results depend on adoption and usage?</li><li>- Who has to do jobs differently (and how)?</li></ul>

# Unified Value Proposition





<i>Why We Do What We Do</i>	To/By Purpose Statement
<i>What We Do</i>	Concise description of our actions/approach
<i>How To Engage Us</i>	Prompt questions for “when” and “how much”

<i>Why We Do What We Do</i>	To/By Purpose Statement
<i>What We Do</i>	Concise description of our actions/approach
<i>How To Engage Us</i>	Prompt questions for “when” and “how much”

<i>Why We Do What We Do</i>	To/By Purpose Statement
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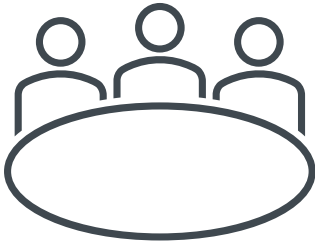
<i>Why We Do What We Do</i>	To/By Purpose Statement
<i>What We Do</i>	Concise description of our actions/approach
<i>How To Engage Us</i>	Prompt questions for “when” and “how much”

Problem  
Solving

Lean  
Six Sigma

Project  
Mgmt

Data  
Analytics



Change  
Mgmt

<i>Why We Do What We Do</i>	To/By Purpose Statement
<i>What We Do</i>	Concise description of our actions/approach
<i>How To Engage Us</i>	Prompt questions for “when” and “how much”

# Change Ecosystem Alignment Framework Expanded

	CM	PM	Strategy	Talent
Why We Do What We Do	TO capture people- dependent ROI BY preparing, equipping and supporting our people on their change journeys			
What We Do	<ul style="list-style-type: none"><li>- Structure and Intent</li><li>- Individual and Organizational</li><li>- Engage, Adopt, Use</li></ul>			
How To Engage Us	<ul style="list-style-type: none"><li>- How much of expected results depend on adoption and usage?</li><li>- Who has to do jobs differently (and how)?</li></ul>			

# Activating Your Change Ecosystem – Integrate



Build Shared  
**Understanding**



**Integrate**  
on Initiatives

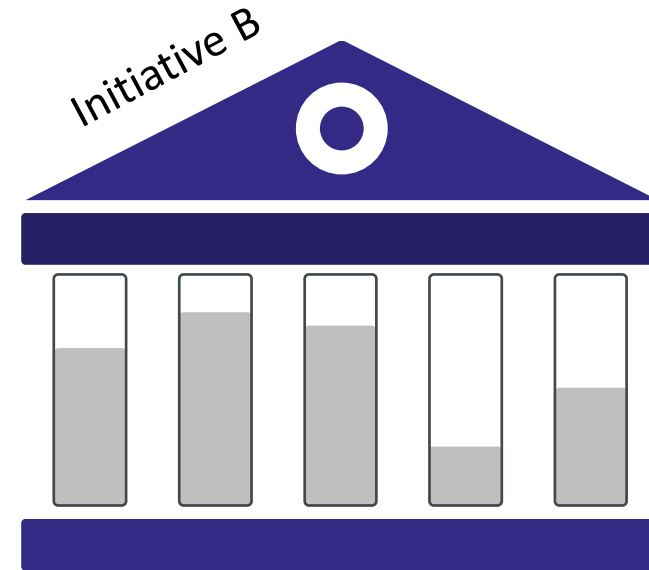
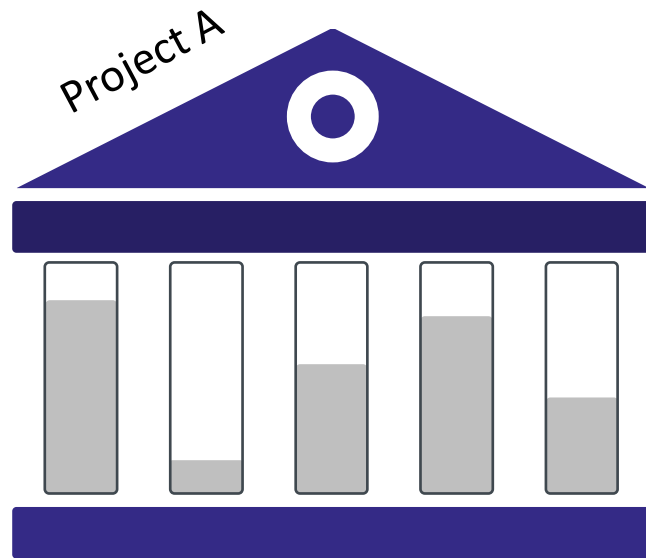


Become  
**'Multilingual'**



# By initiative

Each change effort will be unique, requiring different 'amounts' of each ecosystem capability. How will you assess/evaluate needs?

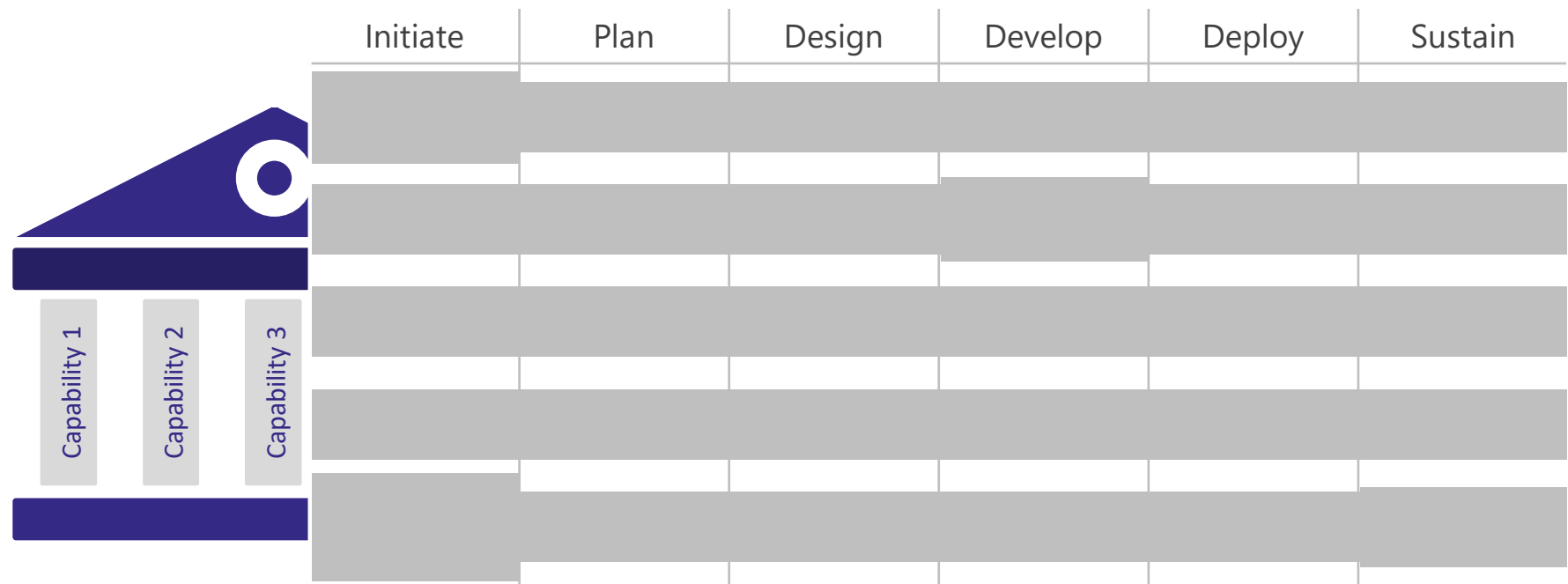


# My Sample Answers for Change Management – Engage Us

Why We Do What We Do	TO capture people-dependent ROI BY preparing, equipping and supporting our people on their change journeys
What We Do	<ul style="list-style-type: none"><li>- Structure and Intent</li><li>- Individual and Organizational</li><li>- Engage, Adopt, Use</li></ul>
How To Engage Us	<ul style="list-style-type: none"><li>- How much of expected results depend on adoption and usage?</li><li>- Who has to do jobs differently (and how)?</li></ul>









# Over time

Each phase of an effort will require different contributions from each capability. How will you map out each capability's involvement?





# Change Ecosystem Plotting for Initiatives

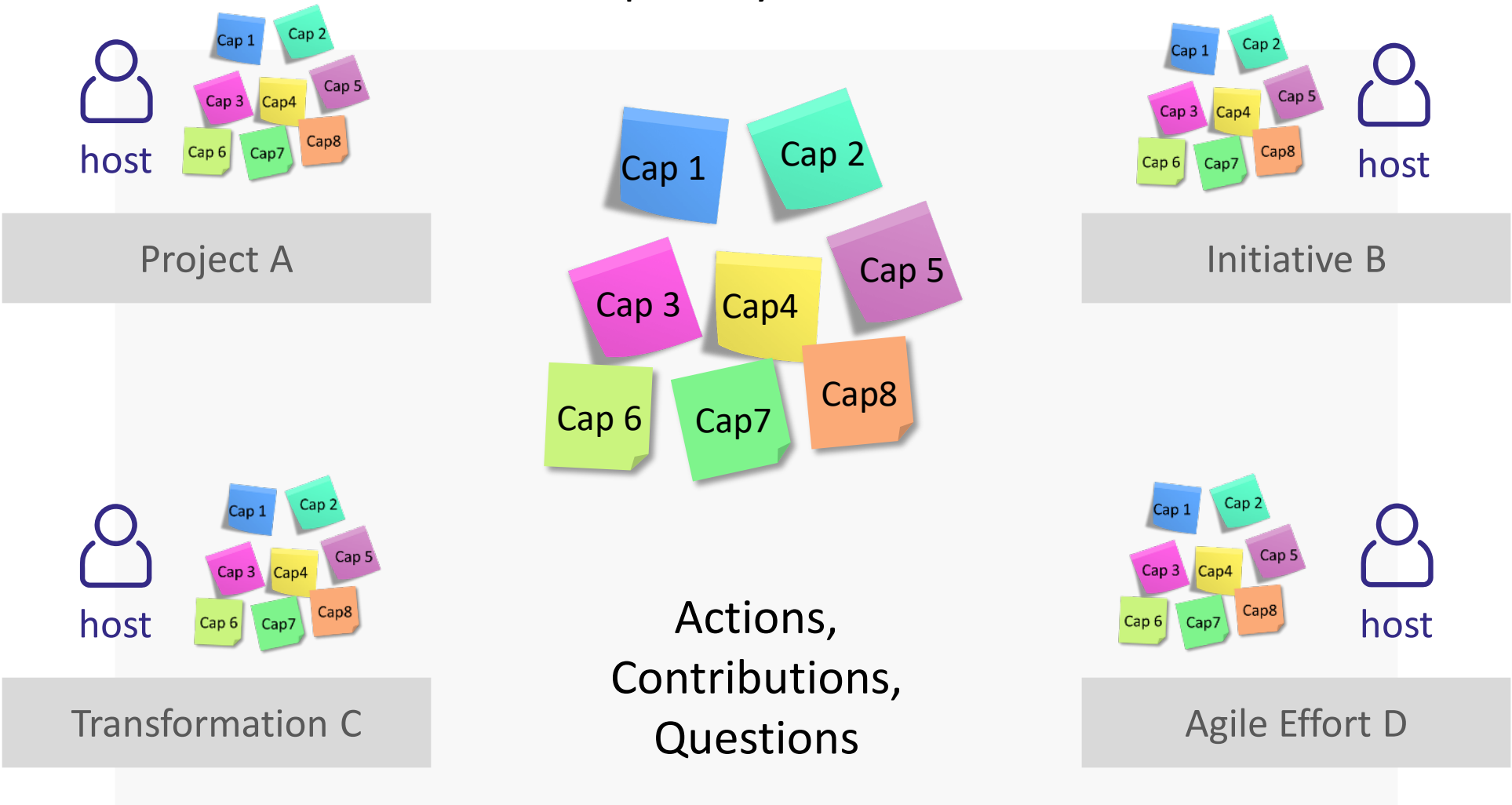
	Initiate	Plan	Design	Develop	Deploy	Sustain
 Capability 1						
 Capability 2						
 Capability 3						
 Capability 4						
 Capability 5						
 Capability 6						
 Capability 7						
 Capability 8						

Capture the **actions, contributions,**  
and **questions** for ***your capability*** across  
the lifecycle of the change.

Applied to 4 projects: Project A, Initiative B,  
Transformation C, Agile Effort D

# Change Ecosystem Plotting Setup

Each Capability Gets a Color



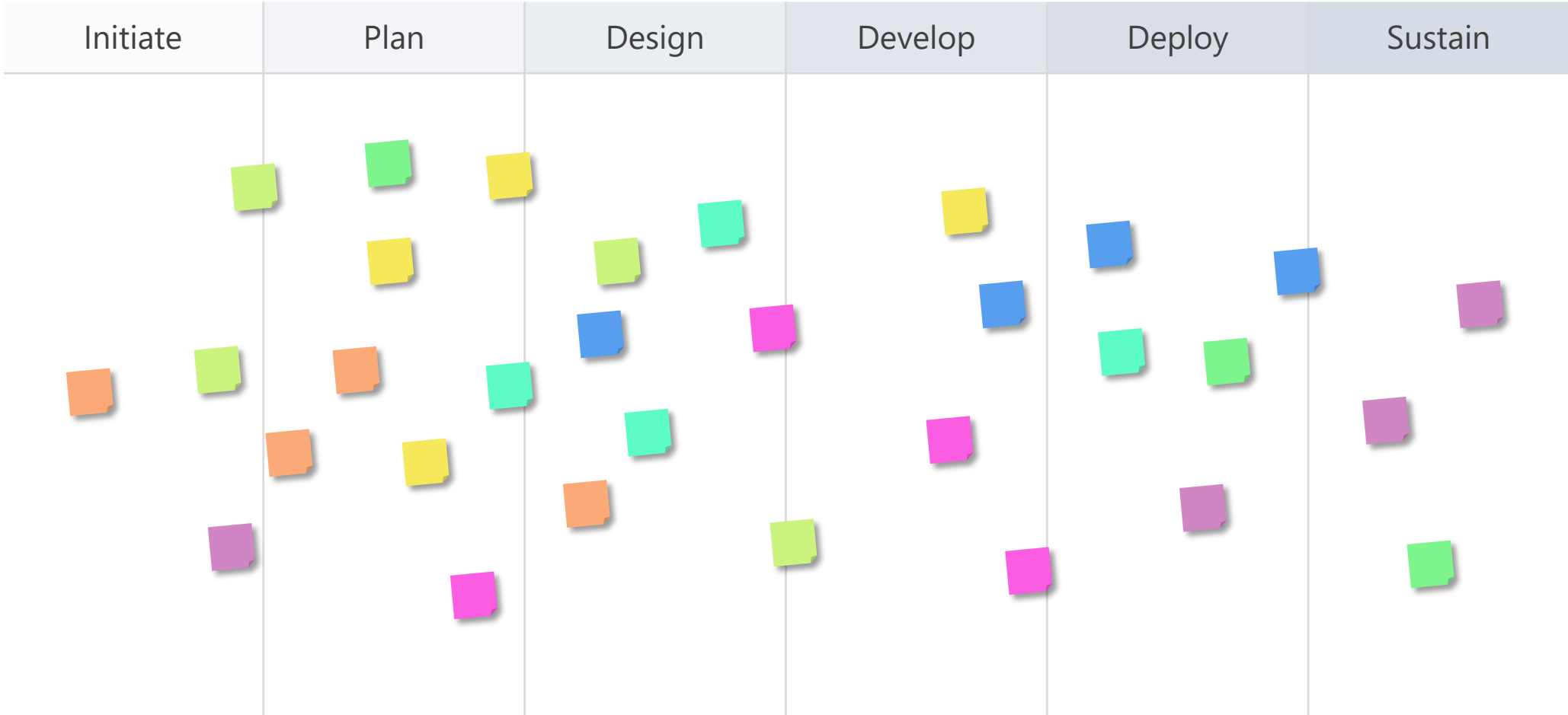


Who would you make sure are in the room if you did this sort of plotting?



# Change Ecosystem Plotting Output

Project A







If my ecosystem supporting an initiative had this plot view, the impact would be \_\_\_\_\_





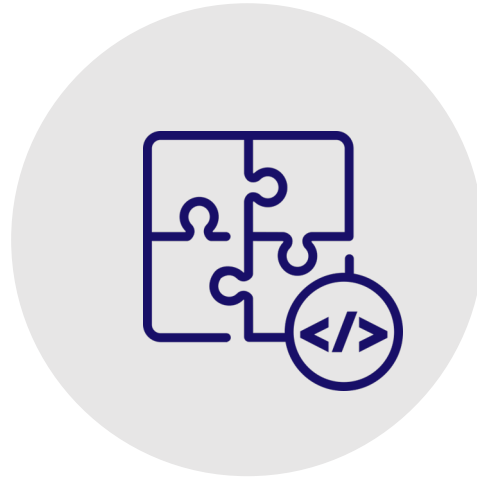




# Activating Your Change Ecosystem – Multilingual



Build Shared  
**Understanding**



**Integrate**  
on Initiatives



Become  
**'Multilingual'**

# What would you say you do here? Professional Majors/Minors



Professional Major:  
Change Management




Professional Minor:  
Organization Development



Professional Minor:  
Talent, L&D



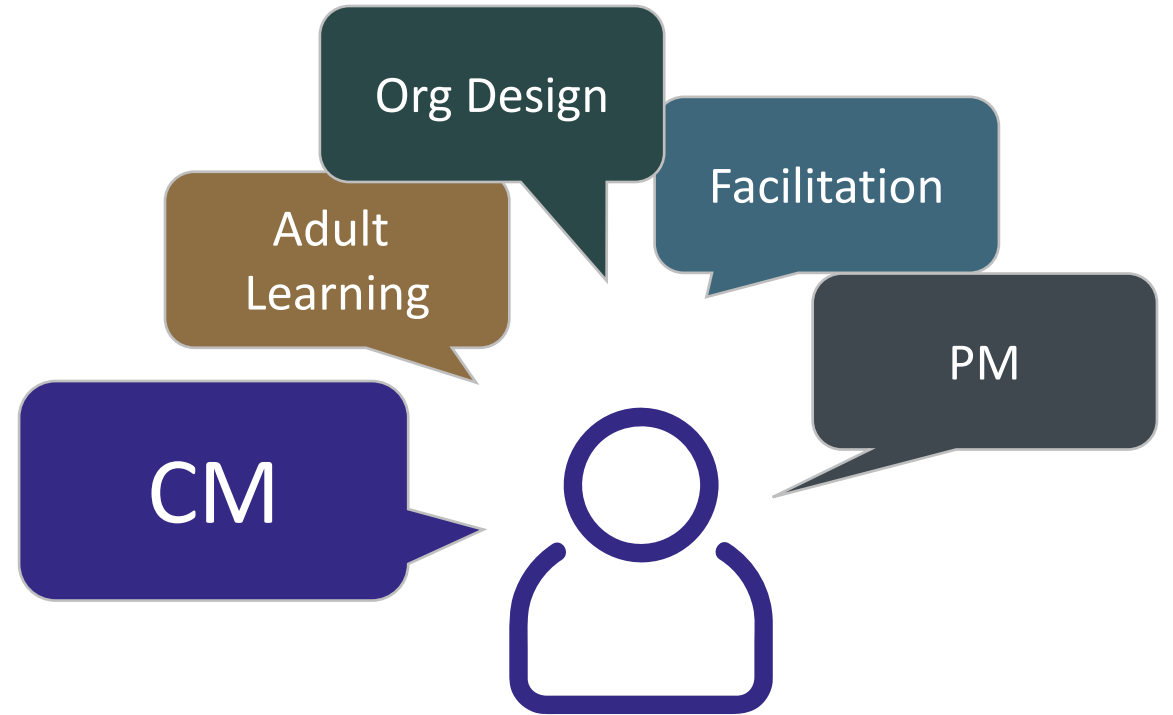
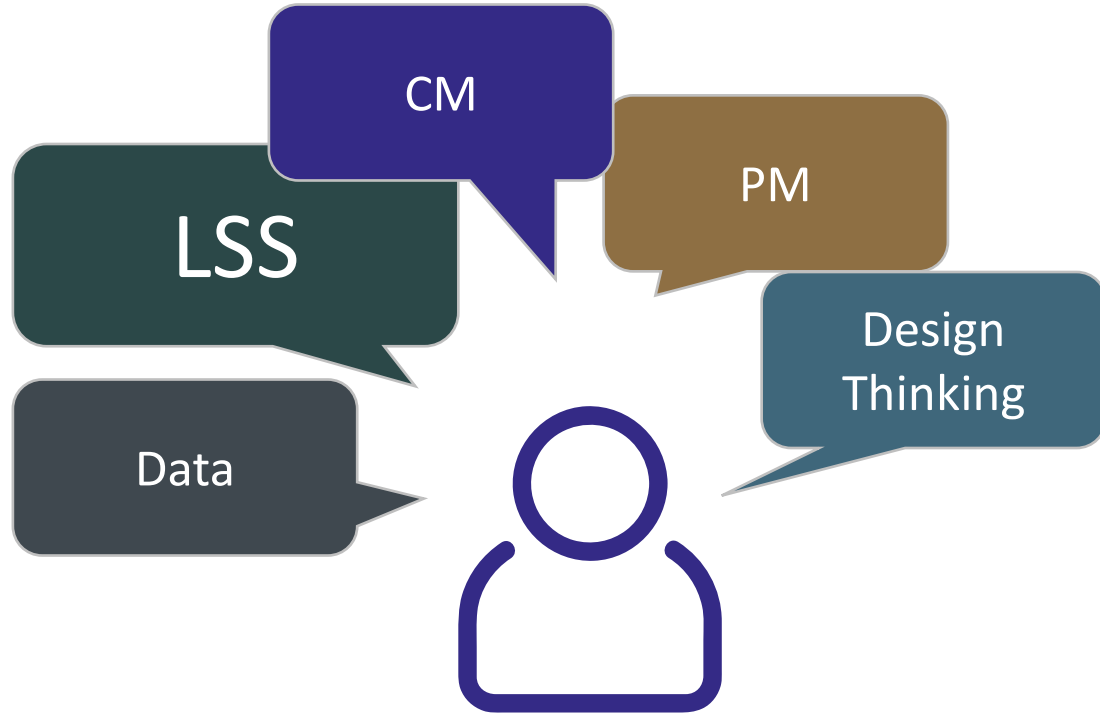




Given today's multi-faceted issues, opportunities, responses and solutions;

Change leaders will need to be 'multilingual' as well.

# ‘Multilingual’ Change Leaders



# Languages You May Know

## Agile

Architecture

Benefit Realization

Business Analytics

## Change Management

Collaboration

Communications

## Continuous Improvement

Culture

Customer Experience

Data Analytics

Design Thinking

Digital Strategy

Employee Engagement

Human Performance

Innovation

Knowledge Management

## Leadership

## Lean

Learning & Development

Machine Learning

Organization Design

Organization Development

Performance Management

Portfolio Management

## Process Management

Program Management

Project Management

## Quality

## Six Sigma


Strategy

Talent Management



Training

Transformation





# What is your change discipline L1 – the first change language you were exposed to and learned?



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## How many change discipline 'languages' do you know?

1 change discipline  
language (so far)

2 change discipline  
languages

3 – 4 languages

5 – 7 languages

8+ languages

# What other change discipline 'languages' can you speak?

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)

# Ancora Imparo



# What change discipline 'language' do you want to learn, for you?

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)



# Activating Your Change Ecosystem – Conclusion



Build Shared  
**Understanding**

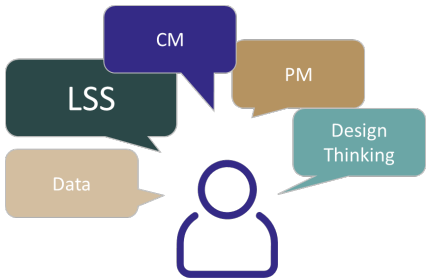
Why We Do What We Do	
What We Do	
How To Engage Us	



**Integrate**  
on Initiatives



Become  
**'Multilingual'**



# Key Takeaways

1. A change ecosystem is a platform of several change capabilities intended to provide a coordinated solution supporting change efforts to increase change outcomes and probability of success.
2. The biggest obstacles to success are confusion, silos, and lack of a vision of the system. When we go beyond collecting capabilities and can activate an ecosystem, the value includes better change execution, increased innovation, and future readiness.
3. Build shared understanding across the ecosystem by having each capability answer why we do what we do, what we do, and how to engage us.
4. Integrate on initiatives by identifying when and how each capability contributes to success.
5. Become a multilingual future leader by learning additional languages of change and organization.