



ENTERPRISE CHANGE AGILITY



Facing Our Future of Change Together





AGENDA

- Change Acceleration is real.
- Change is often unplanned.
- It's critical to build our enterprise change agility.





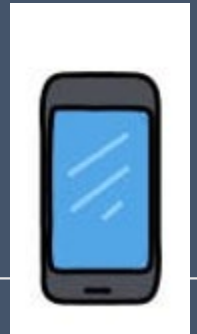
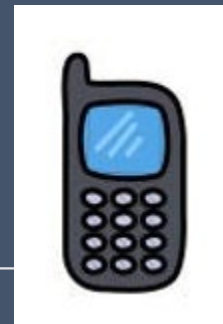
LEARNING OBJECTIVES

1. Understand what Enterprise Change Agility is.
2. Recognize the core components of Enterprise Change Agility.
3. Get familiar with some of the tools and concepts of Enterprise Change Agility.

THE PACE OF CHANGE IS FASTER THAN EVER

Drop into chat:

What's the first big change that comes to mind when you think of change within your lifetime?



ENTERPRISE CHANGE AGILITY

WHAT IS IT?



Enterprise Change Agility is a holistic approach that prepares organizations, people, and business systems for change.

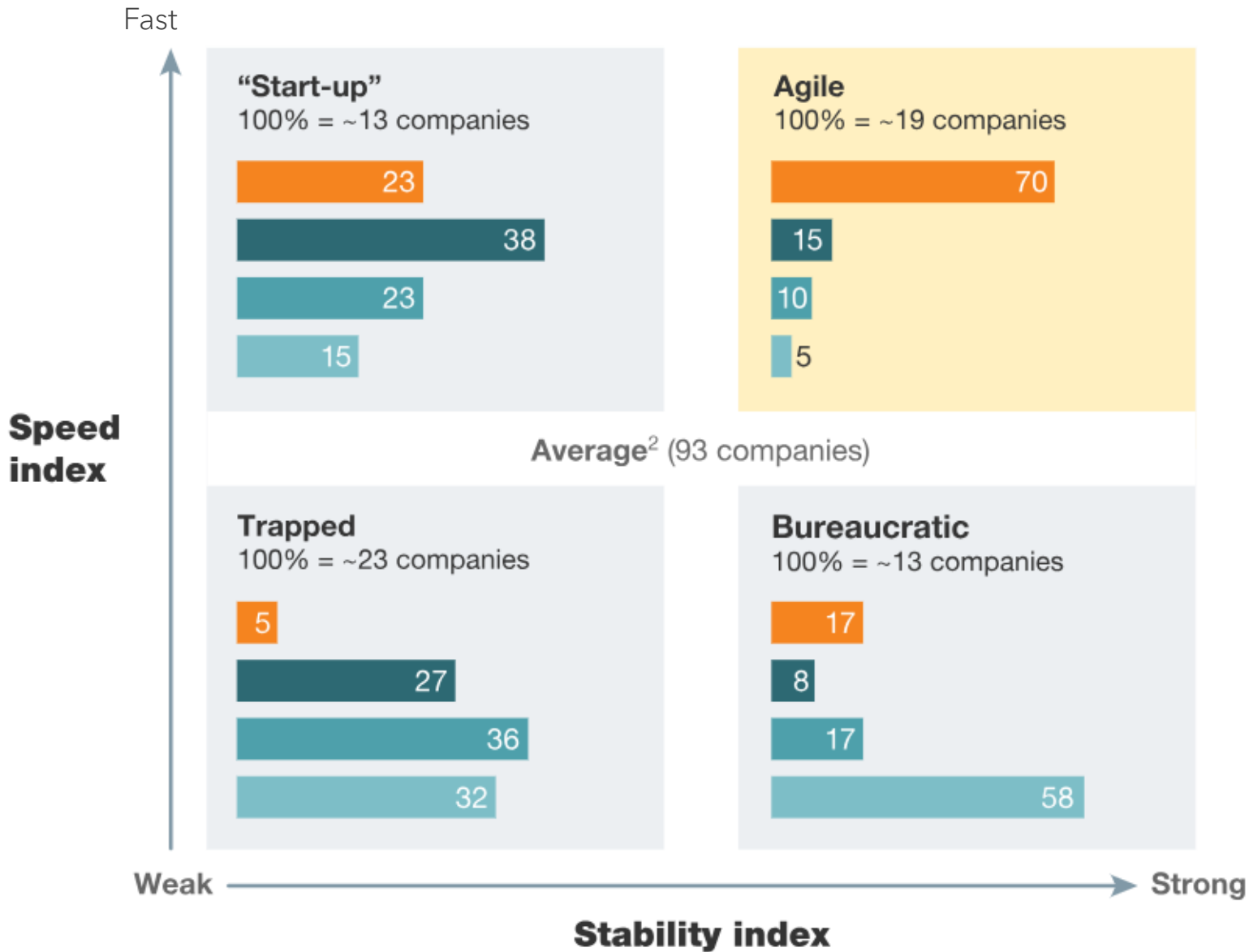




BENEFITS OF ENTERPRISE CHANGE AGILITY

- Improved employee engagement.
- Customer feedback is heard and used.
- Increased quality/pride in work.
- Operational efficiency improved.

■ Top quartile
 ■ Second quartile
 ■ Third quartile
 ■ Bottom quartile



AGILITY INCREASES ORG HEALTH

Data from McKinsey & Company

TOP FIVE ECA MANAGEMENT PRACTICES

Practice	Rank for most agile	Rank for least agile	Difference in rank	Associated outcome
Role clarity	1	35	34	Accountability
Top-down innovation	2	37	35	Innovation and learning
Capturing external ideas	3	27	24	Innovation and learning
Process-based capabilities	4	19	15	Capabilities
Operationally disciplined	5	33	28	Culture and climate

ENTERPRISE CHANGE AGILITY FOCUS

There are three things that ECA focuses on, listed in no particular order:

- Customer Service
- Employee Wellbeing
- Agency Value
 - *Is the agency filling the gap it's intended to fill?*
 - *Is it doing it efficiently and effectively?*
 - *Is it looking at expected future gaps in related areas and developing plans to fill those?*



EARNING TRUST

- From customers: we do what we say we're going to do. When issues arise, we communicate. We listen.
- From each other: we demonstrate our commitment to each other by actively working on our culture and adjusting the systems, policies, and processes that lead to marginalization and exclusion. We support employee well-being. We ensure people are heard. We model our values.
- Agency value: We tell the story of our work, successes and challenges. We do this at every level of the agency.



DISTRIBUTED DECISION MAKING



DECISION MAKING METHODS - COMPARISON

Top Down

Executives decide, & the decision filters down.

- 👍 Traditional.
- 👍 Comfortable.
- 👍 Best option for emergencies.
- 👎 Execs aren't close to work.
- 👎 No empowerment of people.
- 👎 Resistance can be higher.

Consensus

Everyone must agree before we can take action.

- 👍 Inclusive and collaborative.
- 👍 Can lower resistance.
- 👍 Creates ownership & buy-in.
- 👎 Time-consuming.
- 👎 Conversations often difficult.
- 👎 Can lead to groupthink.

Distributed

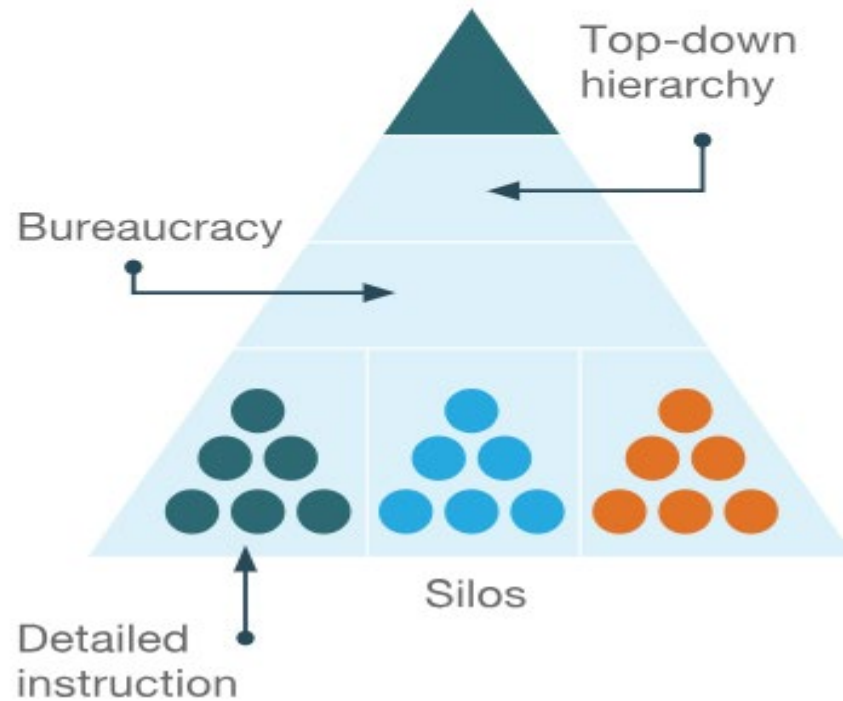
Leaders set direction & goals, teams determine how.

- 👍 Increased efficiency.
- 👍 Empowers those doing work.
- 👍 Lower stress, better decisions.
- 👎 Role clarity becomes critical.
- 👎 Decision chain must be clear.
- 👎 Otherwise, accountability muddy.

LEAVING THE VICTORIAN MINDSET BEHIND

From organizations
as “machines” ...

... to organizations
as “organisms”

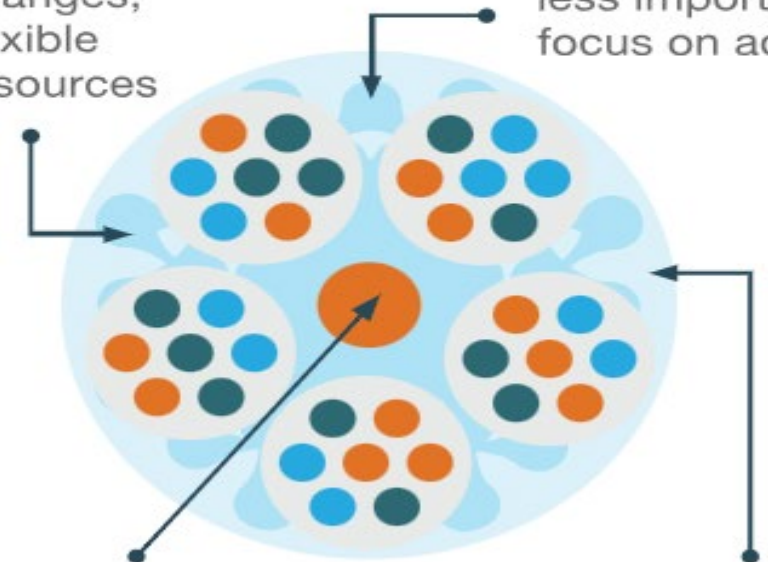


Quick
changes,
flexible
resources

“Boxes and lines”
less important,
focus on action

Leadership shows
direction and
enables action

Teams built
around end-to-end
accountability

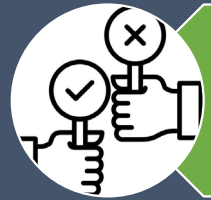




Shared Purpose/Vision



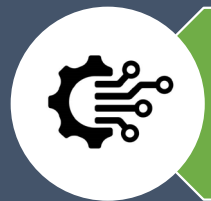
Empowered Teams



Rapid Decisions & Learning



Cohesive Community



Modern Technology

THE 5 TRADEMARKS OF AGILE ORGANIZATIONS



- Change acceleration is not going away.
- Change is hard, but it's better together.
- Enterprise Change Agility is a long term goal, but there are actions we can take immediately to help us get there.

WHAT WE CAN DO NOW

1. Build or rebuild trust.
2. Create community.
3. Encourage growth & learning mindsets.
4. Build tri-value lens into our strategy.
5. Establish a practice of role clarity.

ENTERPRISE CHANGE AGILITY RESOURCES

- [Enterprise Agility World Community](https://enterpriseagility.community/?lang=en)
<https://enterpriseagility.community/?lang=en>
- [Organizational Agility \(white paper from the Dale Carnegie institute\)](#)

Books to consider:

- John Kotter – *XLR8; The Heart of Change; and Leading Change*.
- Heidi Gardner & Ivan Matviak – *Smarter Collaboration*
- Wendy Fraser – *Trust Repair: It Is Possible*

The tools of Enterprise Change Agility include Lean, Agile, Change Management, Organizational Development, Distributed Decision Making, Measuring Outcomes, Learner Mindset.

DATA ON IMPLEMENTATION

Here are some of the resources I used in preparing this:

- <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/enterprise-agility-buzz-or-business-impact> <-- This includes mini-case studies on enterprise agility in public sector enterprises, and good tips on measuring impact.
- <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/why-agility-pays>
- <https://www.azeusconvene.com/articles/what-is-enterprise-agility>
- <https://www.prosci.com/blog/core-roles-in-change-management>

ADDITIONAL INSPIRATION

- <https://www.worksnotworking.com/2126320/episodes/15492761-from-cog-in-machine-to-human-at-work-why-victorian-beliefs-are-holding-us-back-with-blaire-palmer>
- <https://www.makeworkmorehuman.com/blog>
- <https://www.makeworkmorehuman.com/podcasts>
- <https://www.prosci.com/resources/webinars/organizational-agility-as-strategic-imperative-rc>
- <https://www.forbes.com/councils/forbescoachescouncil/2022/03/18/fostering-change-agility-and-readiness-in-your-organization/>

THANK YOU



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