2019 Change Symposium: Building the Future, Together
Achieve Better Outcomes
Disruption and the Changing Context of Change...

Peter Gaarn, Principal
Three Questions

1. What do you believe are the biggest drivers of change today?

2. What are the greatest leadership challenges of managing change today?

3. What are the greatest consultant challenges of supporting change today?
Disruptive Forces Creating Opportunities and Challenges

Each new disruption begs the question: is our organization and how we operate “fit for purpose” to effectively support our mission and those we serve.
Acquisition Disruptions are Changing the Context of Change

New Acquiring Company

New VP of Enterprise makes changes….and also decides to Leave too!

Many long-Term, knowledgeable Managers let go

Enterprise forced to restructure and reduce spans of control

Managers jockey for positions and influence with new VP

Enterprise

CEO became new VP of Enterprise

Acquires a new business

Company A

Consumer
Technology Disruptions are Changing the Context of Change

Gap is rapidly Increasing

Adaption

Time

Rate of Change

Technology

Source: Thomas Friedman - Thank You for Being Late
STARLab: A Socio-Tech Action-Research Lab

• STARLab: a year long action-research collaborative sponsored by Spring Network, the Center for Creative Leadership (CCL) and the Center for Effective Organizations (CEO)

• STARLab’s purpose: to accelerate digital transformations through a collaboration of companies and academic thought leaders focused on creating the next generation of organizational design and leadership models
• Design Lab 1 in August of 2018 resulted in the identification of 8 key cross-industry challenges to digital transformation, initial DSTS design ideas for the future and the establishment of Company Projects.

• Between Labs companies worked on organizational solutions to enable and accelerate digital transformation, and we held COP’s around the 8 challenges.

• Design Lab 2 in April of 2019 resulted in company project updates, go-forward assumptions, polarities and tensions, and refined DSTS design ideas.
Eight Cross-Industry Challenges

- Digital Talent
- Efficiency and Innovation
- Integration and Coordination
- Fast Scaling Strategy
- Leadership Capability
- Change & Transformation Capability
- Hierarchies and Networks
- Front-Back Integration
Future Design Requirement of Digital Organizations

Design for:

• Both the organization and its ecosystem
• A system that is in a continuous state of change and adaptation
• Innovation and agility
• High engagement processes that bring many voices from inside and outside the system into the design process, and from the core and periphery (i.e., design labs, accelerated models)
• Optimizing the strategic, operating and work system (technical & social) levels of design
• A system in which many important contributions are made by people who come and go as their expertise is needed; designing for people who are not yet members of the system
• Perfecting collaborative work among entities that compose the value chain
• Design based on ideas about what is possible
Shifts in Change Management

- Project-based
- Continuous

- Focus and involvement is primarily internal
- Focus is both internal and on the ecosystem; using a ‘whole systems’ approach that is highly inclusive of partners and experts

- Multiple disconnected change efforts not prioritized and competing for resources
- Governance system provides strategic direction, alignment and prioritization

- Linear, driven by budget and timeline
- Iterative prototyping, adaptive, driven by data and learning

- Fixed organizational structure and associated territoriality constrain change opportunities
- Agile structures that readily permits redeployment of resources and opens up creative potential

- Change led by experts working with people in power; top-down
- Change leadership is inclusive and varies depending on experience and expertise needed; top-down, bottom-up, inside-out and outside-in

- Spreading change slowly and relying on traditional training and communication methods
- Taking advantage of new technologies to permit blitz-scaling
Next Generation DSTS Change Management

- Ecosystem Discovery
- Strategic Direction
- Design Lab
- Prototype Testing
- Blitz-Scaling
- Iteration & Refinement
- Governance
Key Implications for Change Management

• Must design organizations for agility, continuous change and adaptability

• Change will start, pause, restart, get abandoned, get redirected, combined or replaced by other initiatives, get extended, modified or postponed indefinitely

• Changes rarely happen in isolation... must consider the whole

• Change efforts will be more inclusive of the stakeholders in the ecosystem who play key roles in determining how the system operates, and will need to be present as change is conceived, pilots undertaken and data is interpreted

• Change must become a core competency for leaders and the system as a whole
Thank You!