

Coaching Organizational Change: 30 Questions

羅文魁

LWK Consulting, LLC

Change is the law of life and those who look only to the past or present are certain to miss the future.
John F. Kennedy

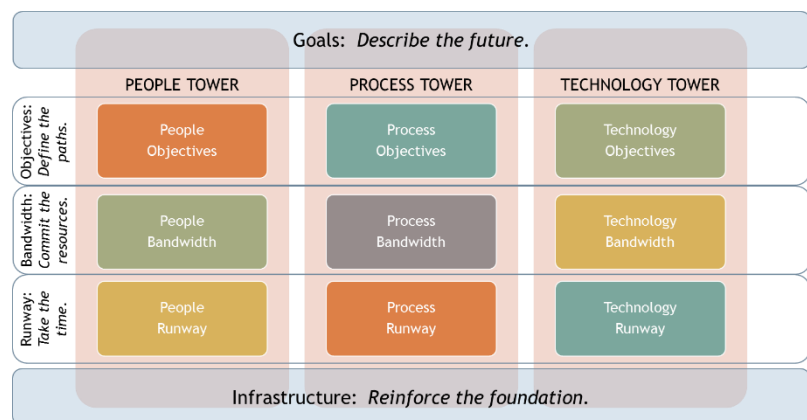
Organizational change is complex. The morass of impacts and implications driven by adjusting the company's direction (or taking on a complete re-boot) can be complicated and confusing. Making sure that everyone is involved, engaged, and committed to the program is only one, although crucial, component of an org change program taking the business to a better and brighter future.

That future may require significant alterations to how work gets done. Methods and practices are easy to change...as long as they haven't been in place too long. (Charles Duhigg provided plenty of proof in The Power of Habit.) Changing work habits will most certainly change customer interactions and working with their systems.

System changes are often the key driver of organizational change these days. (Have you or any of your friends been part of an ERP upgrade or changeover recently?) Getting people trained on, happy with and accustomed to applying new tools in new ways can add to the complications and confusions of organizational change.

Structuring organizational change around People, Process and Technology impacts can streamline and clarify the mountain of work demanded by most change programs. These three towers can be viewed from the perspective of five elements:

1. Goals Describing the future in terms of measurable results (costs, revenues, EPS, etc.), customer relationships and the firm's cultural behaviors.
2. Objectives Defining the People, Process and Technology paths that will take the organization to the future.
3. Bandwidth Committing the People, Process and Technology resources to ensure measurable and sustainable results.
4. Runway Taking the time across People, Process and Technology to strategize, plan and execute the program.
5. Infrastructure Reinforcing the foundations of stakeholder assessment and expectations management, communications planning and deployment, risk mitigation, issue resolution and benefits realization across the org change program.



Goals and Infrastructure elements apply to all three towers. Objectives, Bandwidth and Runway elements can be specified for each People, Process and Technology tower.

Coaching Organizational Change: 30 Questions

羅文魁

LWK Consulting, LLC

Thinking about a change program with the three towers and five elements enables a MECE (mutually exclusive and comprehensively exhaustive; pronounced 'Me See') approach; making sure the program is not leaving anything out while avoiding resource-draining overlaps.

Coaching an organization's leadership team can be greatly enhanced by breaking the work down into the five elements across the three towers; ultimately accomplished with 30 key questions. Effective organizational change is enabled by the conversations which strengthen relationships; relationships drive behavior. These 30 questions ensure that the right coaching conversations are taking place in the proper context of the change program.

Conversations while interviewing the organization's leadership can provide the org change coach with a wealth of data points and an understanding of where the organization needs to apply its energies. Here are the 30 key questions an org change coach can ask:

	People	Process	Technology
Goals <i>Describe the future.</i>	1. What operational/cultural results will be evident across the organization after the completion of the org change program? 2. How will the organization's customers describe the future organization? 3. What will the organization's cost/revenue, profit/loss, EPS, etc., measures be after the completion of the change program?		
Objectives <i>Define the paths.</i>	4. How will people be involved in and committed to the change program? 5. How will relationships be altered? 6. How will performance and reward systems change?	7. How will business processes change? 8. Describe the knowledge repository. 9. How will knowledge be transferred? 10. What process training will be needed?	11. How extensively will tech change? 12. Which parts of the organization will be impacted and by how much? 13. What tech training will be needed?
Bandwidth <i>Commit the resources.</i>	14. How much time and other resources will people need to devote to the program? 15. When/how will day jobs get done?	16. How many will need to work on process changes and documentation? 17. Describe customer involvement in process changes.	18. How will existing hard/software be rotated out and new tech brought in? 19. Specify the geographical impacts of tech changes.
Runway <i>Take the time.</i>	20. What are the planning, execution, and measurement timelines by role? 21. Describe change agents/networks.	22. Can existing business processes be frozen then thawed? for how long? 23. When must new processes be ready?	24. How long can systems be offline? 25. Big-bang or phased-in deployments? 26. What will Day One look and feel like?
Infrastructure <i>Reinforce the foundation.</i>	27. Who are the program's internal and external stakeholders (both individuals and groups); what are their expectations and how will they be met/managed? 28. What are the org change communications approach, plan, details, and success measures for each stakeholder? 29. What rigors around risk assessment/mitigation and issue identification/resolution will be in place during the program? 30. What project management structures will ensure that the program's benefits are being realized along the change journey?		

In summary, organizational change is indeed complex. Structuring organizational change around People, Process and Technology impacts can certainly streamline and clarify the mountain of work demanded by most change programs. Conversations detailing a change program's Goals, Objectives, Bandwidth, Runway and Infrastructure elements will make sure the program is not leaving anything out while avoiding resource-draining overlaps.

Coaching an organization's leadership team can be greatly enhanced by breaking the work down into the five elements across the three towers; which can be accomplished with 30 key questions. The 30 questions ensure that the right coaching conversations are taking place in the proper context of the change program.

President Kennedy got it right. Change is inevitable. Let's coach our change leaders and their organizations into a brighter and better future.

Assess where org change coaching can be most effective. Click and complete [this online survey](#) for a more detailed view of the three towers, five elements and 30 questions in the context of your own org change program.