Coaching [YourOrg] Organizational Change: 30 Questions

LWK Consulting, LLC

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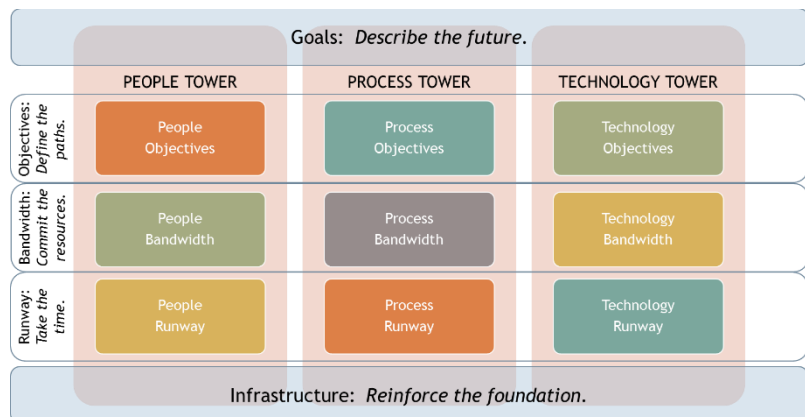John F. Kennedy

Organizational change is complex. The morass of impacts and implications driven by adjusting [YourOrg]'s direction can be complicated and confusing for our people. Making sure that everyone is involved, engaged, and committed to our org change program is only one, although crucial, component of the changes taking [YourOrg] to a better and brighter future.

Our future may require significant alterations to how we get work done. [YourOrg] methods and practices may be 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 our work habits will most certainly change our customer interactions and working with their systems.

[YourOrg] system changes are a key driver of our organizational change program. [Insert an overview of the program's system changes here.] Getting our people trained on, happy with and accustomed to applying these new tools in new ways can add to the challenges of our organizational change program.

Structuring the change program around People, Process and Technology impacts will streamline and clarify change program efforts. These three towers can be viewed from the perspective of five elements:

1. Goals Describing [YourOrg]'s 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 [YourOrg] to the future.
3. Bandwidth Committing [YourOrg] People, Process and Technology resources to ensure measurable and sustainable results.
4. Runway Taking the time across [YourOrg] People, Process and Technology to strategize, plan and execute the program.
5. Infrastructure Reinforcing [YourOrg]'s foundations of stakeholder assessment and expectations management, communica-tions planning and deploy-ment, risk mitigation, issue resolution and benefits realization across the org change program.

Goals: *Describe the future.*		
PEOPLE TOWER	**PROCESS TOWER**	**TECHNOLOGY TOWER**
People Objectives	Process Objectives	Technology Objectives
People Bandwidth	Process Bandwidth	Technology Bandwidth
People Runway	Process Runway	Technology Runway
Infrastructure: *Reinforce the foundation.*		

Objectives: Define the paths.
Bandwidth: Commit the resources.
Runway: Take the time.

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

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Thinking about our organizational 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 [YourOrg]'s leadership team will 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 [YourOrg]'s organizational change program.

Conversations while interviewing our leadership will provide [YourOrg] with a wealth of data points and an understanding of where the organization needs to apply its energies. Here are the 30 key questions:

	People	Process	Technology
Goals *Describe the future.*	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 *Define the paths.*	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 *Commit the resources.*	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 *Take the time.*	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 *Reinforce the foundation.*	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 [YourOrg]'s organizational change program around People, Process and Technology impacts can certainly streamline and clarify the change program efforts. Conversations detailing the 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 [YourOrg]'s leadership team will 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 make sure [YourOrg]'s change leaders take us into a brighter and better future.

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