Case intro + Lean Change Creation

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Case description

Approach to challenge current way of developing human resources processes & services

You are consultants at a company X and you've been approached by a large scale private or public sector organization (hypothetical, no specific brand).

They would like to become a future capable organisation that is able to adapt to constant changes and complexity in the market as well as to customer needs.

The function driving the cultural change in the organisation is HR and they would like to start by making HR development initiatives more agile, human-centric and transparent. Currently, HR has a very traditional role within the organisation where they are more reactive to the business and customer needs instead of being proactive and forward thinking.

The client wants you to propose how to get started and how you would structure a transformation program that supports the given objectives.

As consultants in company X you would be part of the team leading this engagement and put forward your perspective on how to approach this.

1.   **Give some thought overall how you would approach the challenge. What would be important to take into account?**

2.   **Choose TWO of the tools/templates that addresses some parts of the process and think how to use them**

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Note: This is similar to a case you might encounter during an interview process

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The Lean Change Creation -handbook

How to succeed in and implement change with agility

Whether it's a change initiative or a strategy implementation, choosing an agile approach is most useful when the answer to one or more of the following questions is unclear: What is the problem we need to solve? What is a successful outcome? What do we need to do to achieve the desired goal?

The more variables and uncertainties are identified, and the more business critical the problem to be solved or the objective is, the more suitable the agile, phased approach to change is. It is the best way to enable learning along the change journey, as at each stage you learn more about what works and delivers results and what does not.

Find the handbook here (in Finnish):
https://futurice.com/industries/julkishallinto/lean-change-creation-tyokalut

Identify problems to be solved by involving people

Understanding what you are doing, why you are doing it and what you are trying to achieve is a prerequisite for successful change. The problems to be solved are identified together with the team driving the change, and the vision is refined along the way.

Getting to know the topic
Find out the background and learn from the best solutions

How does the challenge affect our employees?

How is the challenge visible to our customers?

What is the public debate around this topic like? What does it tell us?

What similar changes or experiments have we already made in the organisation? What were the results and lessons learned?

Examples of organisations that have tackled similar challenges

What have the example organisations learned?

What data do we have on the challenge chosen?

What does the existing data tell us?

What new knowledge or understanding do we need?

Who gets the information we need and when?

Objectives and context of the change
Let's define what we want to achieve

Who should participate?
People, roles, parts of the organisation, stakeholders and other projects

How do we know we have succeeded?
Concrete objectives for the next month, a year...

What do we want to achieve? What is the challenge we are solving?
Challenge, need, opportunity and impact

What is the target level?
Whether the goal is a small improvement, a breakthrough innovation, an industry disruption, different profitability expectations...

Impact on customers, society and the environment
What kind of change and impact on the environment are we aiming for?

Risks, constraints and issues to consider
Budget, schedule, organisation, legislation, current business

How does the project/change relate to the strategy?
Linkage to the strategic objectives of the organisation/unit

What is the expected benefit to the business?
Cost efficiency, growth, new business development

Influencing factors
Taking a systemic view and identifying the factors influencing the challenge to be solved

What are the key factors influencing the challenge to be solved? What are the different causes of the challenge or what is maintaining the status quo? For example, organisational structure, information systems, strategy, performance targets, metrics, culture, skills, legislation and regulation ...

Select the three main contributing factors and do a light root cause analysis for them

What contributes to the challenge? | How is it shown? | Why? | Why?

What contributes to the challenge? | How is it shown? | Why? | Why?

What contributes to the challenge? | How is it shown? | Why? | Why?

ASK WHY.

Go back to the first canvas, review the objectives and refine the concrete numerical indicators. Assess whether the objectives are the right ones, based on the root cause analysis we have now done, and whether our change team has all the necessary skills to deliver them.

Build a multidisciplinary team with a shared vision and objectives

It is worth setting up a change team once you have an initial idea of the objectives and context of the change. It is a goodstart to ensure that the team is appropriately constituted and gets off to a good start.

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Understand the needs of your customers, employees and business

Successful change means a change in the way people work. To do this, you need to understand who is affected and how, and what are their needs in relation to change, and build solutions on that basis.
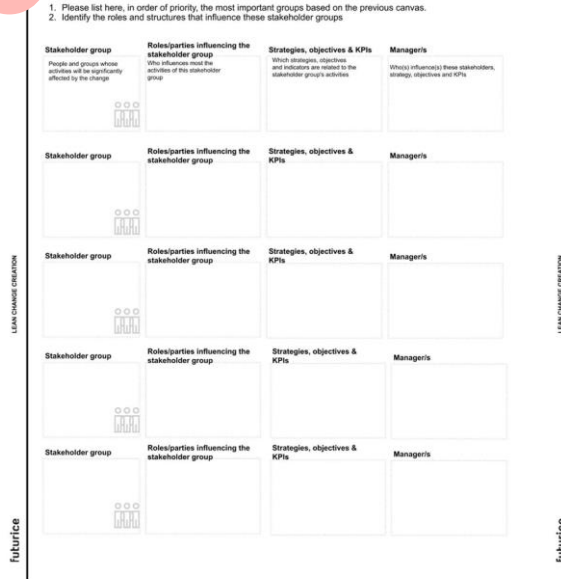

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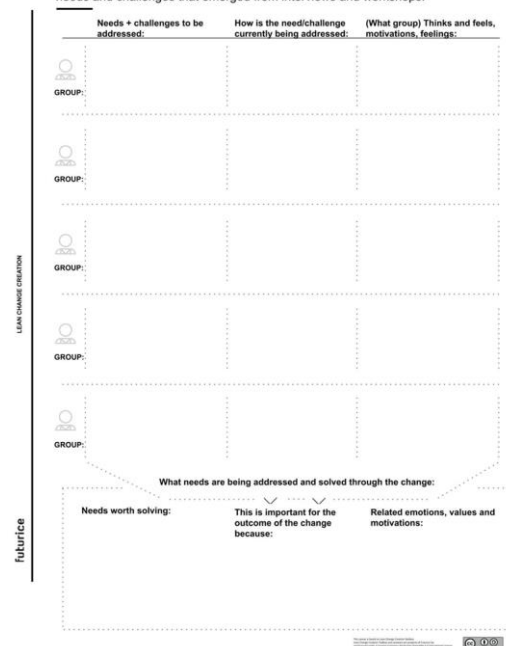
Bring clarity to solutions through conceptualisation

Good ideas solve needs and turn them into clear concepts that bring about the desired change.

Ideation

Development ideas that help address the needs and initiate change towards the desired direction.

Emotions and values
List the emotions and values that emerge from the stakeholder understanding.

Need/challenge
Describe the need/challenge at the top level.

The business objective
What do we want to achieve with the change as an organisation and for our business?

Change in actions
What is the operational change we want to achieve?

The importance of the change for the society
How will the change help the society, the end-customer and the environment?

Ideas that meet the need, the organisation's objectives and/or relevance to society
Start brainstorming once you have answered the questions above

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Concept and value proposition

Description of service, operating model, cultural manifestations

Negative emotions
What are the negative emotions related to the need/problem based on stakeholder understanding?

Positive emotions
What are the positive emotions related to the need/problem based on stakeholder understanding?

Change of activity
What kind of change in action/behaviour is sought?

How does help with or reduce negative emotions?

How does the concept enhance or reinforce positive emotions?

How does the concept bring about the desired change in activity/behaviour?

What value/benefit does it create for the group?

How does the concept work?

What is its impact on society and end-customers?

Value proposition:

GROUP:

NEED:

SOLUTION:

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Designing the target culture

What kind of culture do we want to design? How does culture manifest itself?

Decision-making
How do we share authority? What methods do we use to support decision-making?

Priorities
Choose your top three strategic priorities. Where and how are these priorities reflected in your choices?

Rituals
What are our ways of starting, managing and celebrating projects/activities?

Purpose
Why do we exist?

Meeting practices
How do we meet and work together?

Values
What do we value, what guides our choices?

Feedback
How do we help each other grow and develop?

Norms and rules
How do we communicate the expected behaviours without hindering autonomy?

Behaviour
What do we discourage? What do we appreciate and reward?

Psychological safety
How do we encourage everyone to speak up and express their opinions? How do we encourage individuals to participate and to be open.

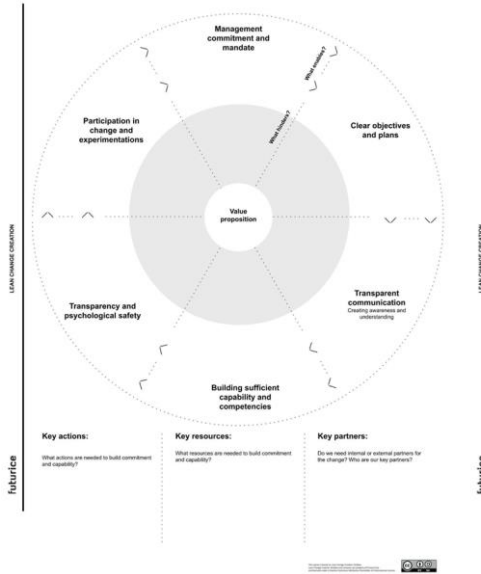LEAN CHANGE CREATION

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Proceed iteratively based on the effectiveness

From concepts to practice, implementing change step by step, learning from effectiveness and looking at the bigger picture.

Commitment and capability

How to ensure commitment and capability for the change?

Management commitment and mandate

What hinders?

Participation in change and experimentations

Clear objectives and plans

Value proposition

Transparency and psychological safety

Transparent communication
Creating awareness and understanding

Building sufficient capability and competencies

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Key actions:
What actions are needed to build commitment and capability?

Key resources:
What resources are needed to build commitment and capability?

Key partners:
Do we need internal or external partners for the change? Who are our key partners?

Experimentation

Validate your assumptions from as early a stage as possible. Keep the continuous cycle of experimentation going, learning and improving from each experiment

THE KEY ASSUMPTIONS OF OUR SOLUTION:

OUR ASSUMPTIONS	DESCRIPTION OF THE EXPERIMENT	CRITERIA FOR SUCCESS	KEY LEARNINGS

DO YOU THINK? DO YOU KNOW? DID YOU CROSS-CHECK?

Designing the pilot

A plan on how we will pilot the solution

Name of the pilot

Responsible person, pilot participants

Date and duration of the pilot

The smallest possible implementation to be piloted

What do we exclude from the pilot?
In terms of the challenge as a whole, what are we not including into this pilot

Plan and description

Definition of success
What impact is aimed for. How do we know if the pilot is successful?

Metrics

Investment, time and resources

During the pilot, development will take place

Iteration of the change

Where are we now, what have we learned and what are we aiming for next?

What do we want to achieve through the change? What is the challenge we are solving?

Description of the pilot

Criteria for success
Criteria and metrics

Target achieved | Target achieved | Target achieved | Target achieved | Target achieved

Lessons and assumptions
Lessons and impact

The situation now
Change enablers and hindrances

The following actions

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Build a scaling roadmap for the future

A shared story of the change and communication creates the future, a roadmap for scaling up helps to plan how to get there in practice.

Key messages of the change

Creating the messages for why we need the change and what do we want to achieve

Mission: Why change?

What's in it for our stakeholders, why should they care?

LOVE THE PROBLEM

Vision: What do we aim to achieve as concretely as possible?

Why should our stakeholders be inspired and get on board?

Promise: What do we promise to our stakeholders?

Why does our stakeholders need what we are promising?

Progress: How do we make the change happen, how will it proceed in practice?

How can our stakeholders join in making the change happen in practice?

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Roadmap for scaling

How will the change be scaled across the organisation?

Next month	Next quarter	The next six months	Next year
What needs to happen?	What needs to happen?	What needs to happen?	What needs to happen?

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