



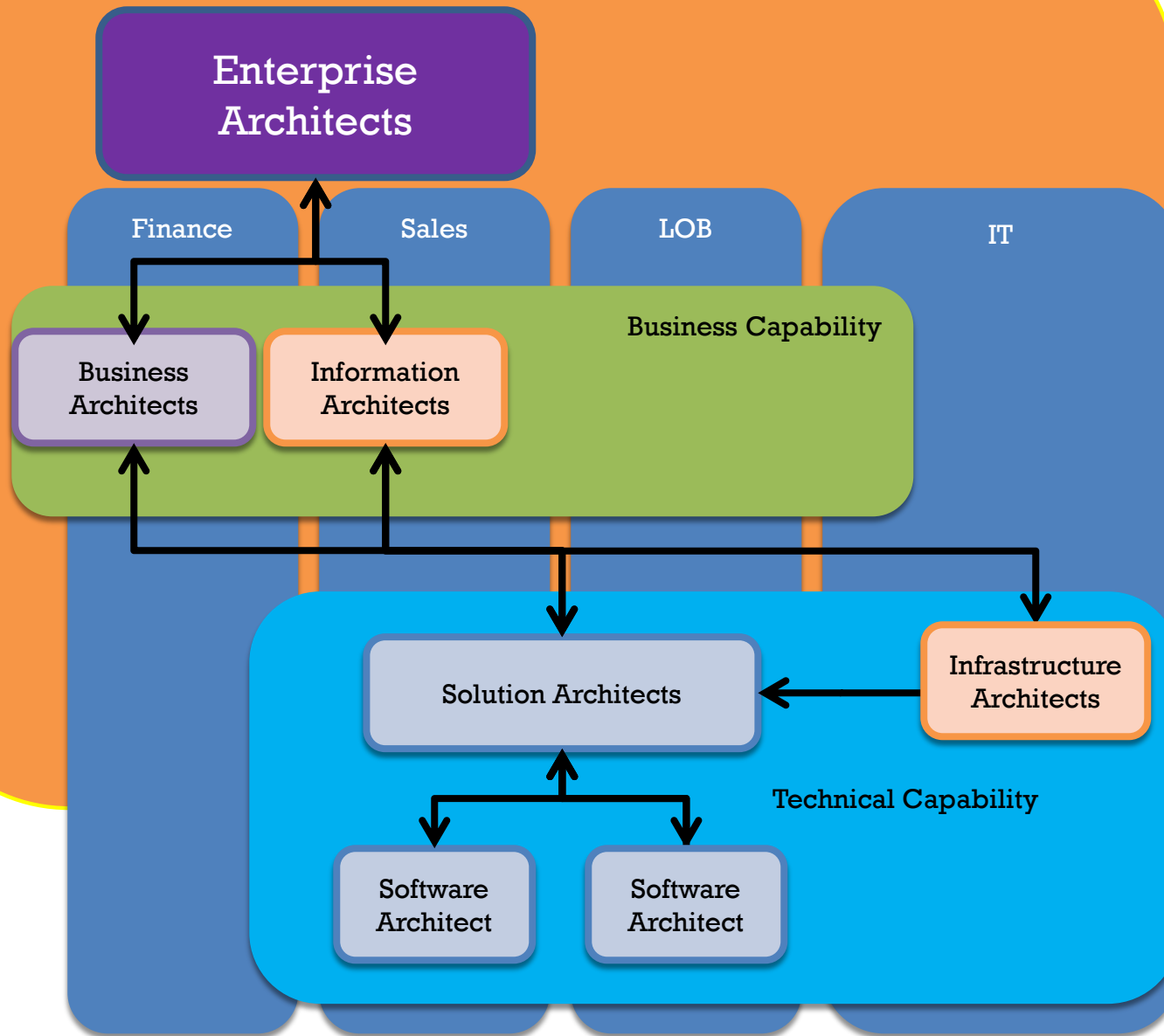
**Great architecture; change needed for execution**

David Slight, 15<sup>th</sup> June 2016, 3pm PST

# Architecture Mindset: course objectives

- Outcome focused, value driven, business aligned
  - Non-technical, new ways of thinking and communicating for career and professional development
- First, WHY
  - Module One, Lesson 01: The world has changed
  - Module One, Lesson 02: An outcome mind set
  - Module One, Lesson 03: The value of time
- Then HOW
  - **Module Two, Lesson 04: Organizational change**
  - Module Two, Lesson 05: Measurement
  - Module Two, Lesson 06: Engagement models

## Organizational Change Management



- All architects are included
- Specialisms cover appropriate areas
- Value delivered “rolls up”
- Time savings relate to the widest perspective and roll down
- Value is in the “eye of the customer”
- Credit is given appropriately
- The mindset supports career growth



# The Architect Mindset

## Lesson 04: Organizational Change

For presentation to MetLife Architecture teams

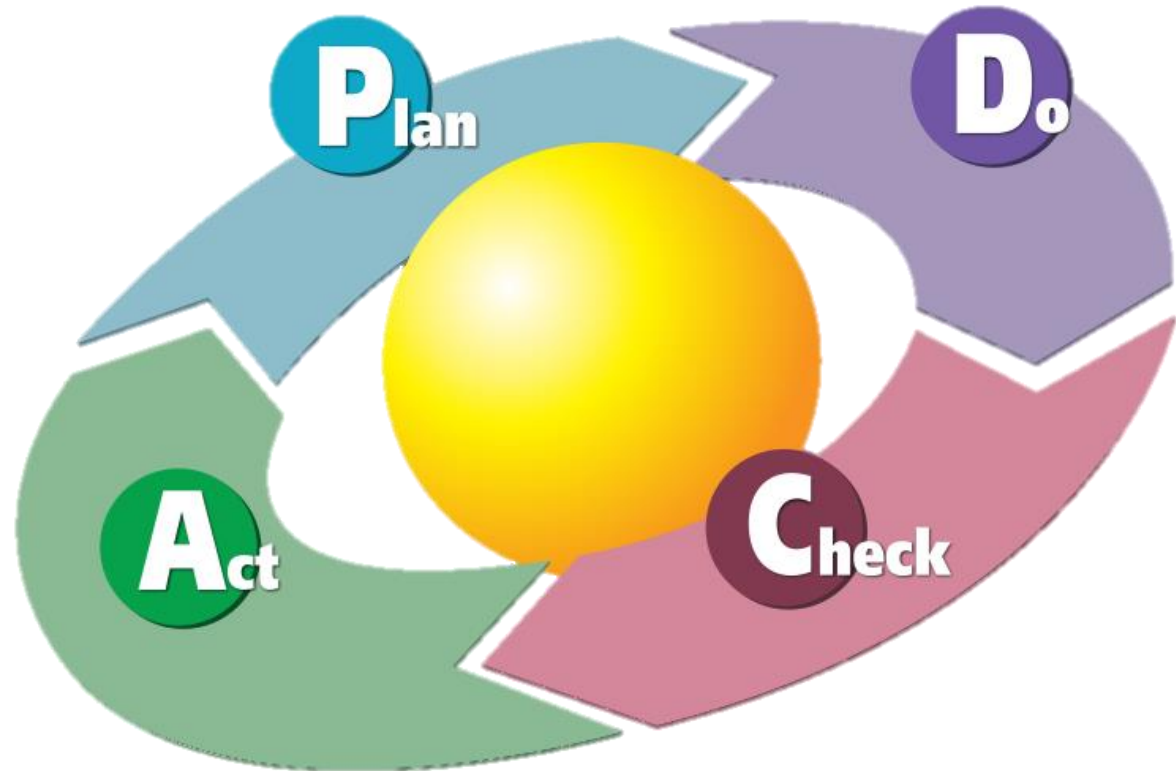
1<sup>st</sup> March 2016

# Module Two: HOW?

**Change**

**Measurement**

**Engagement**



# Lesson 04: organizational change

- History of empiricism

- The scientific method

- Deming and PDCA

- Plan: change planning
- Do: change execution
- Check: measurement
- Act: decide what's next

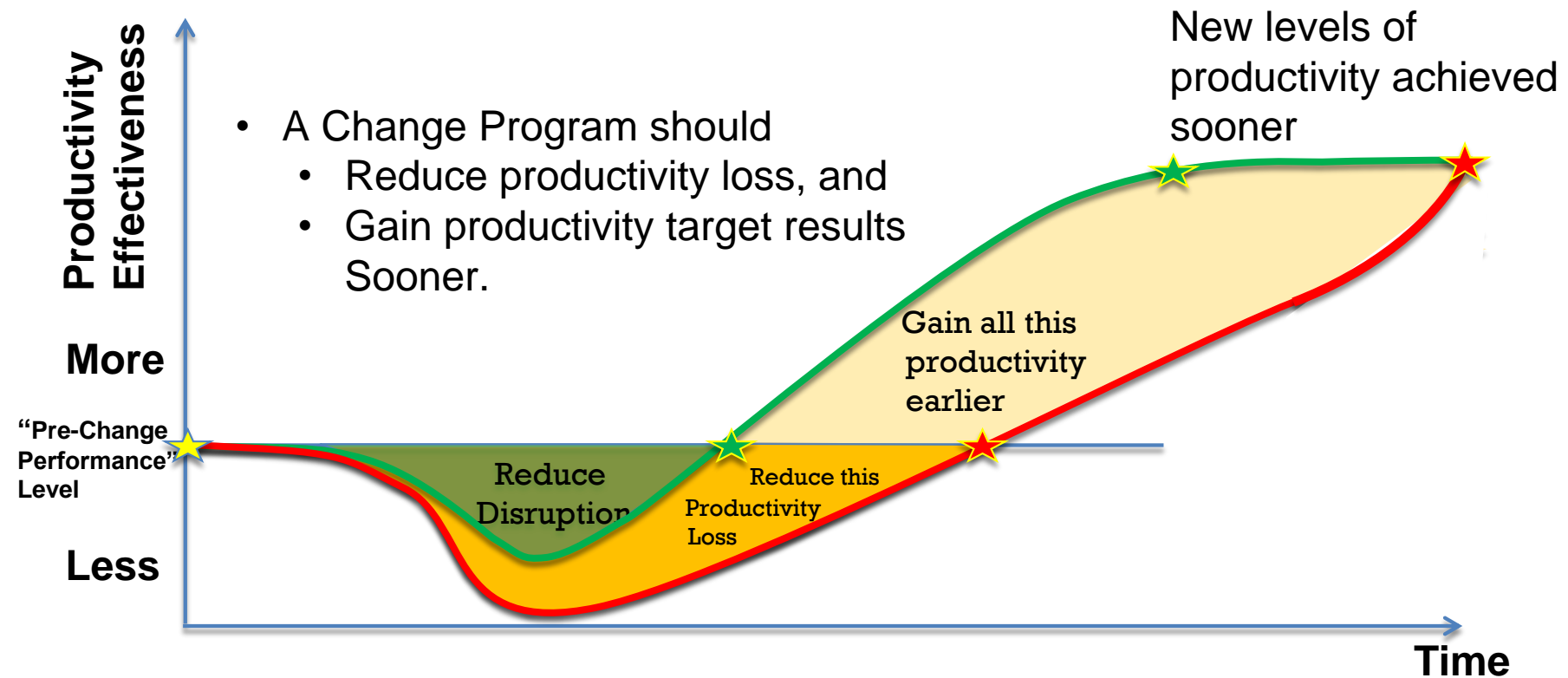
<https://en.wikipedia.org/wiki/PDCA>

- All of this for

- People, teams, culture
- Process, policy, compliance, risk
- Workplace,
- Digital technology

# The Value of Change Management

- Productivity performance drops during a period of change before targeted improvement is met.

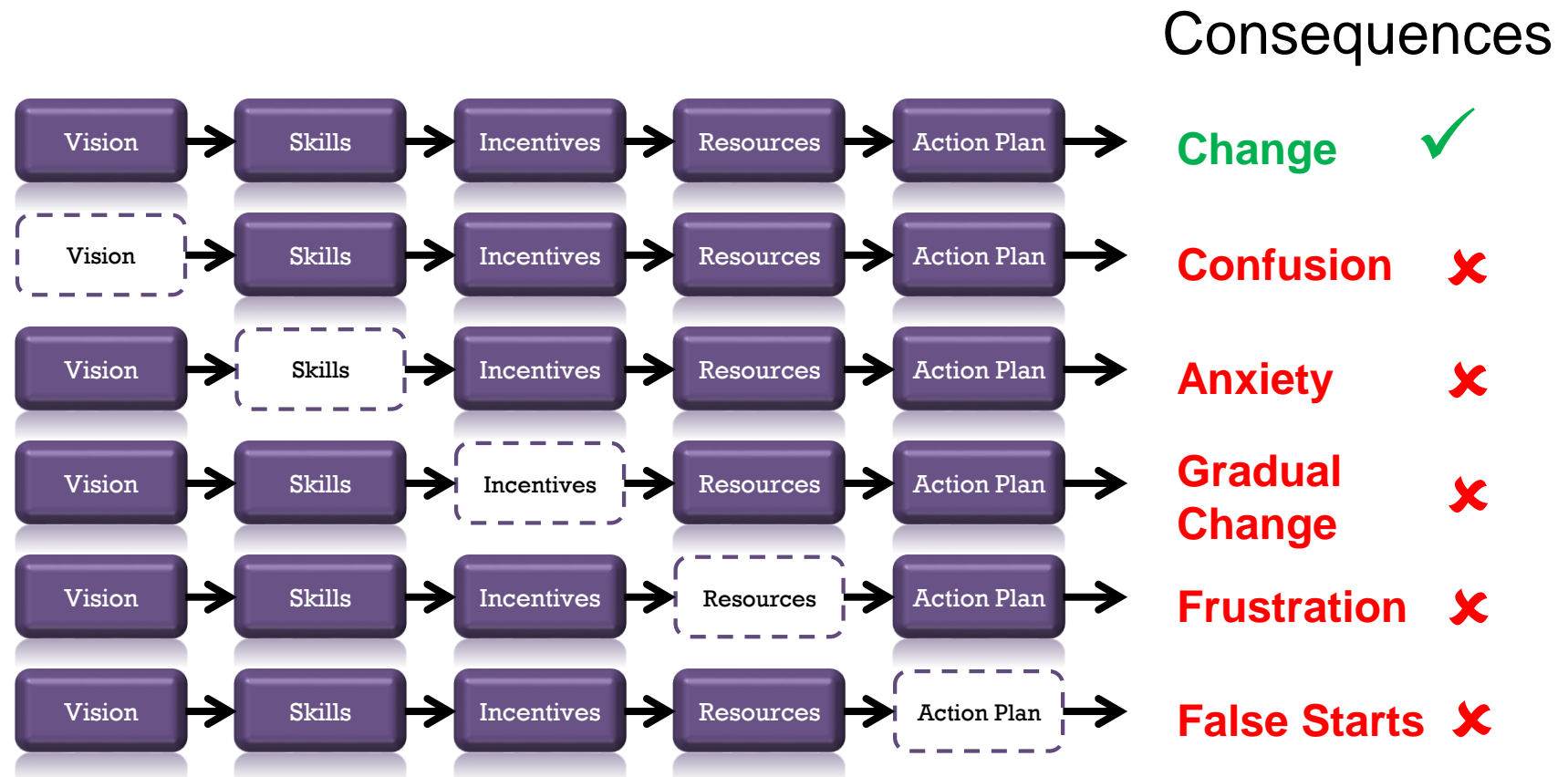


# Behaviors are significantly influenced by the right type of Consequences, but only when the right Antecedents are in place





# Missing Enablers lead to Unwanted Consequences



# Architect as Change Agents

## Reduce Disruption

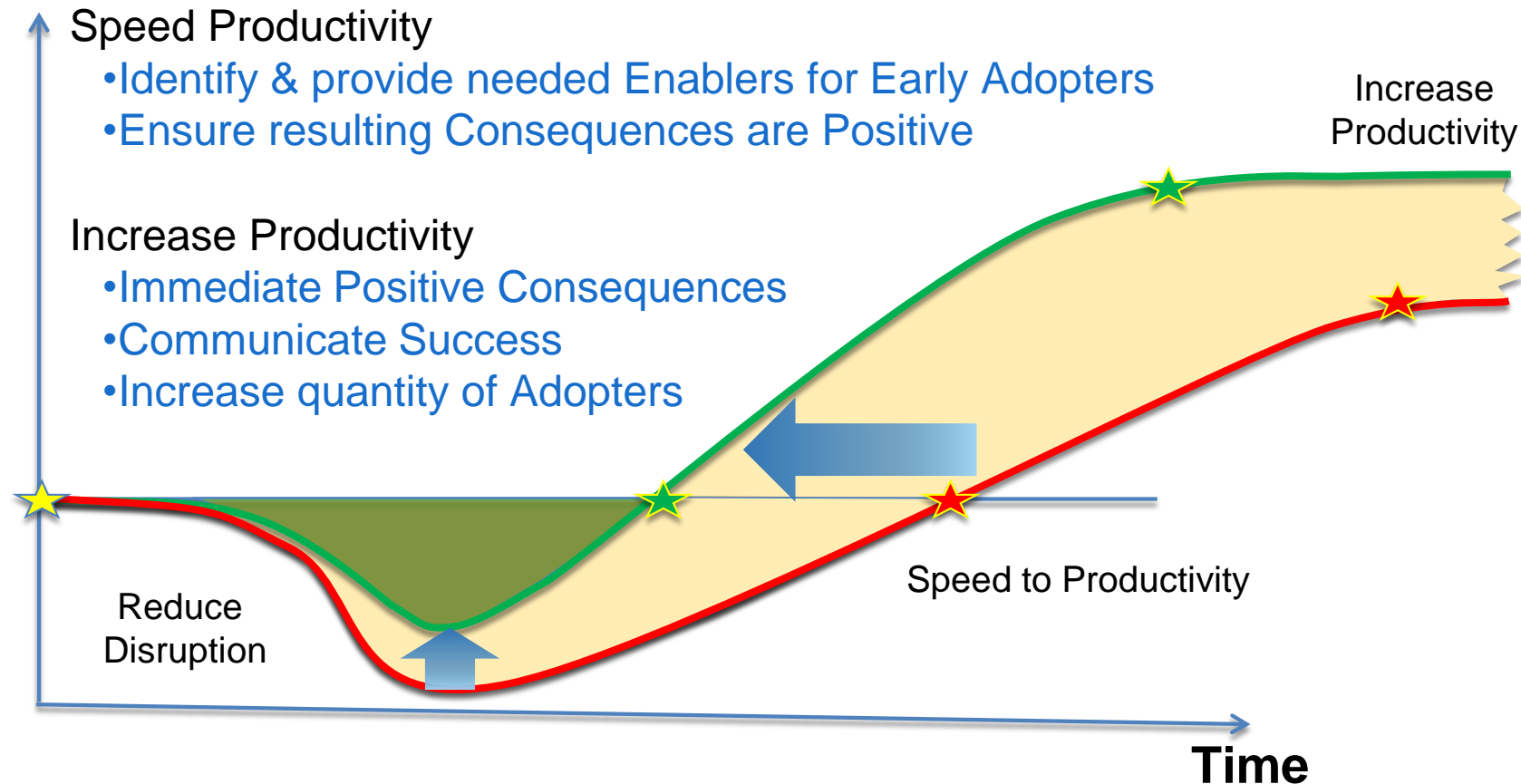
- Prepare and set expectations for early team disagreement
- Strong Visible Sponsor Support
- Clarify and be a role model for desired behaviors

## Speed Productivity

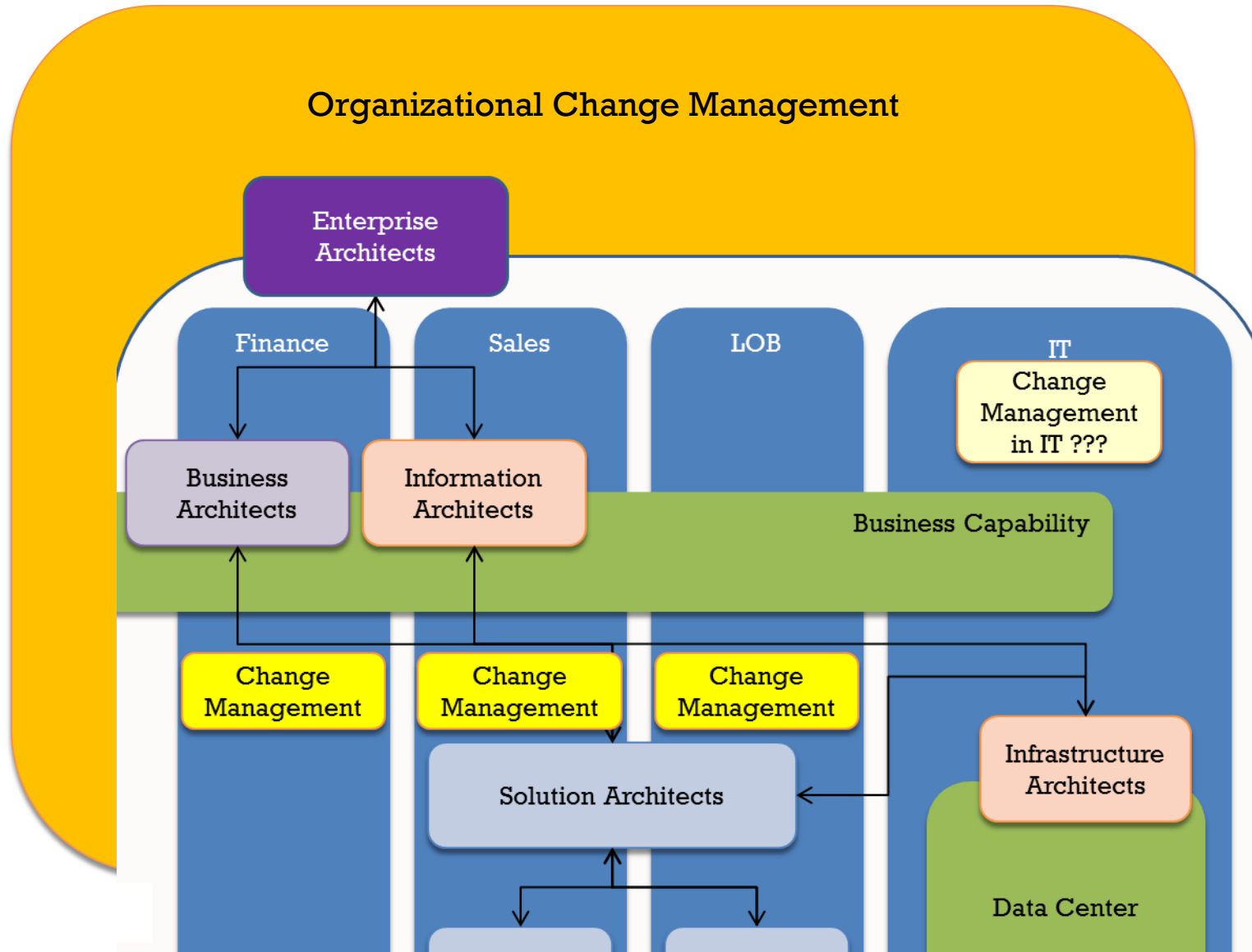
- Identify & provide needed Enablers for Early Adopters
- Ensure resulting Consequences are Positive

## Increase Productivity

- Immediate Positive Consequences
- Communicate Success
- Increase quantity of Adopters



# Organizational Change



- Sponsor or reports to:
  - HR, COO, CFO
  - Staff communications
- Scope includes:
  - People
  - Workplace
  - Process
  - Culture
  - Compliance
  - Technology

# What is needed for Architecture to be Agile?

- Organizations are not agile
  - until architecture can change easily as and when needed
- Difficulties include
  - Corporate budgeting processes are not agile
  - Governance and risk are not agile
  - Planning is often not agile

# Engage in adoption planning and reporting for the end-users

- When the BA plans with the business function (not with IT) for adoption, engage, know and support the persona/scenario/use cases and funding model
- Work with the PMO communications/user education team on rollout and adoption materials/job aides
- Execute some of the communications/trainings to be seen as an evangelist of the service in early releases

# Successful Adoption

- Successful adoption of any framework or methodology is dependent on:
  - Reasonable goals that fit the business need
  - A schedule that will not disrupt the core business practices
- Anti-patterns:
  - Before the solution project begins, hold a one day training session on the new framework or methodology and then use in the project
  - Planning the full adoption of a new framework as part of a project deliverable within an organization
  - Not defining a baseline to prove the impact the new methodology or framework has - (productivity, efficiency, quality etc.)

# Evangelism and adoption tone

- Prepare for communications\* – before, during, and after launch
- Positive tone, show that you are working with the users through any issues
- Transition support from project team to help desk and/or governance framework
- Governance is the dialog for planning the next version

\* A common role in the PMO is a communications lead; the architect must engage and assist

# Four models

- ChangeFirst
  - <http://www.changefirst.com/>
- Kotter-Cohen
  - <http://www.kotterinternational.com/kotterprinciples/ChangeSteps/>
- Prosci ADKAR
  - <http://www.change-management.com/>
- VitalSmarts Influencer
  - <http://www.vitalsmarts.com/products-solutions/influencer/>
- and a professional body: ACMP
  - <http://www.acmpglobal.org/>
  - Annual conference was Dallas, TX, 15-18 May 2016
  - New CCMP certification ...

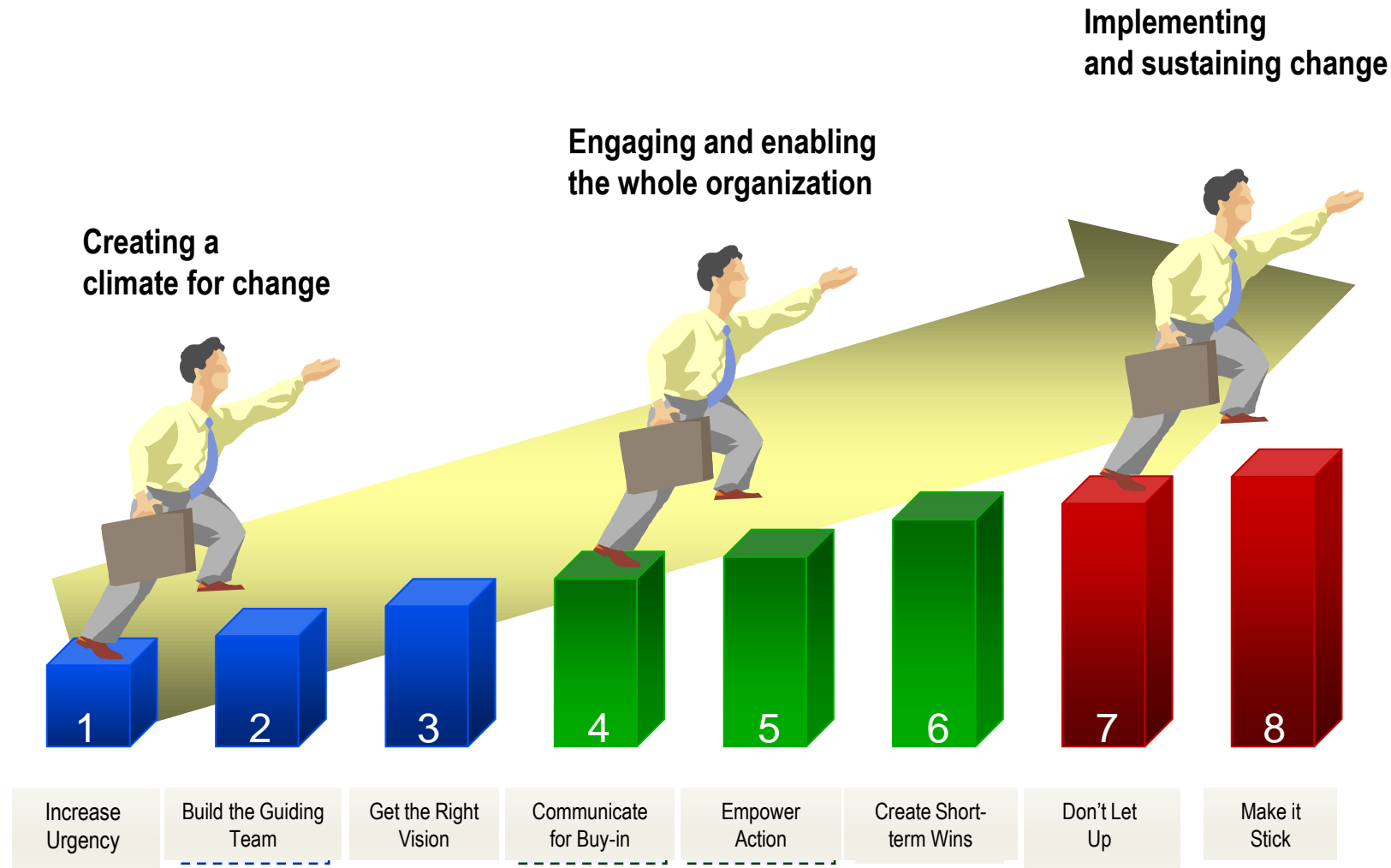


# ChangeFirst

- Simple
- Six steps
- For distributed organizations



# The Original Change Model



\* Kotter, John P. and Cohen, Dan S. The Heart of Change. Boston: Harvard Business School Press

# User Change Management

- Technology projects are not limited to technology change
- Work process changes and cultural attitudes also need to go along with technology change
- And more recently the link to the space where the work is done (home offices, Starbucks, co-working, redesigned workspaces, back to campus)

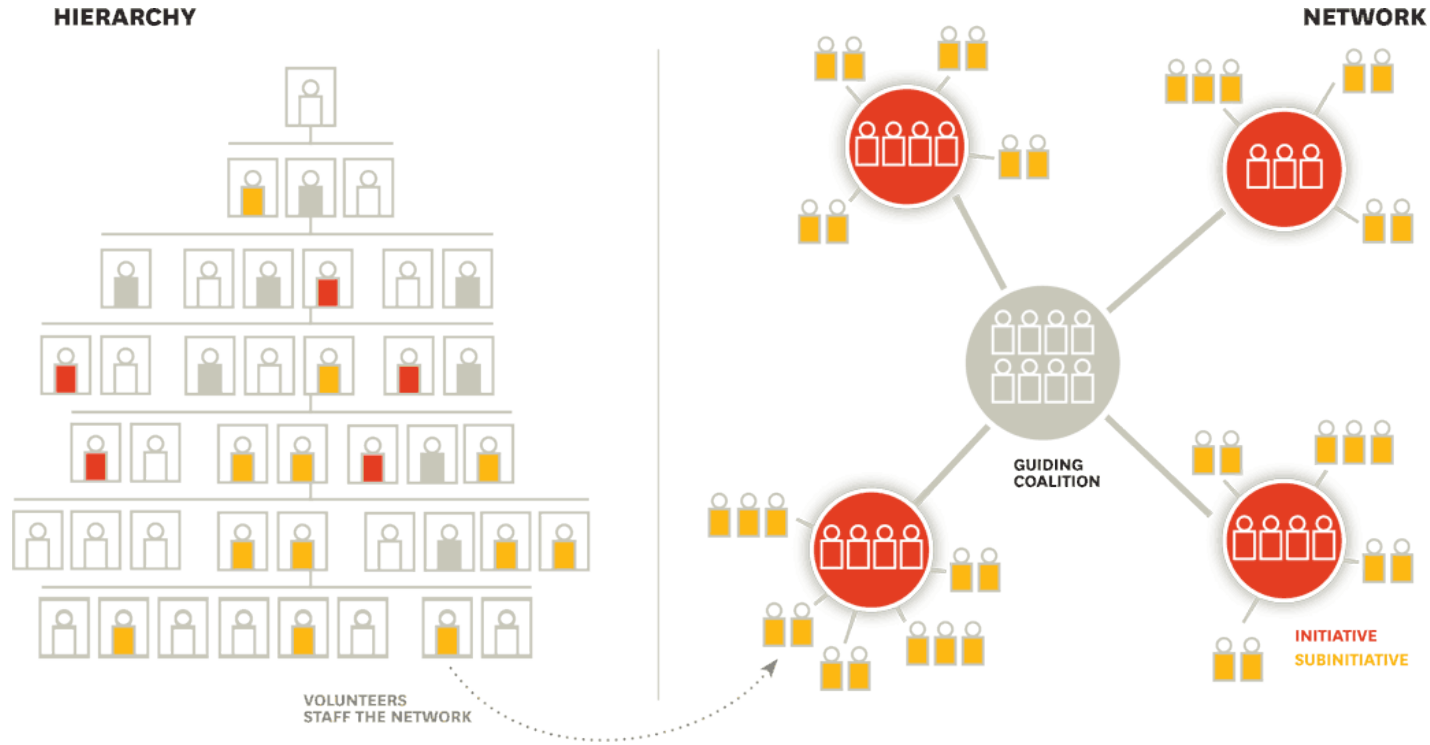
Source: Kotter, *Leading Change*

## EIGHT STEPS TO TRANSFORMING YOUR ORGANIZATION

- 1** Establishing a Sense of Urgency
  - Examining market and competitive realities
  - Identifying and discussing crises, potential crises, or major opportunities
- 2** Forming a Powerful Guiding Coalition
  - Assembling a group with enough power to lead the change effort
  - Encouraging the group to work together as a team
- 3** Creating a Vision
  - Creating a vision to help direct the change effort
  - Developing strategies for achieving that vision
- 4** Communicating the Vision
  - Using every vehicle possible to communicate the new vision and strategies
  - Teaching new behaviors by the example of the guiding coalition
- 5** Empowering Others to Act on the Vision
  - Getting rid of obstacles to change
  - Changing systems or structures that seriously undermine the vision
  - Encouraging risk taking and nontraditional ideas, activities, and actions
- 6** Planning for and Creating Short-Term Wins
  - Planning for visible performance improvements
  - Creating those improvements
  - Recognizing and rewarding employees involved in the improvements
- 7** Consolidating Improvements and Producing Still More Change
  - Using increased credibility to change systems, structures, and policies that don't fit the vision
  - Hiring, promoting, and developing employees who can implement the vision
  - Reinventing the process with new projects, themes, and change agents
- 8** Institutionalizing New Approaches
  - Articulating the connections between the new behaviors and corporate success
  - Developing the means to ensure leadership development and succession

# Accelerate!

by John P. Kotter



- Large organizations are optimized for efficiency rather than for agility
- The solution is a parallel second *operating model* built as a network

<http://hbr.org/2012/11/accelerate/>

**Awareness** of the need to change  
(broad communication is easy)

**Desire** to participate and support the change  
(or how to get people to think this is good for them)

**Knowledge** of how to change  
(the hill to climb; what it is going to take to change)

**Ability** to implement the change on a day-to-day basis  
(enabling people; tools and training to be successful in the new environment)

**Reinforcement** to keep the change in place  
(often relies on or needs incentives)

# Consider different perspectives

ADKAR Elements	Factors Influencing Success
<b>Awareness</b> of the need for change	<ul style="list-style-type: none"><li>• A person's view of the current state</li><li>• How a person perceives problems</li><li>• Credibility of the sender of awareness messages</li><li>• Circulation of misinformation or rumors</li><li>• Contestability of the reasons for change</li></ul>
<b>Desire</b> to support and participate in the change	<ul style="list-style-type: none"><li>• The nature of the change (what change is and how it will impact each person)</li><li>• The organizational or environmental context for the change (his or her perception of the organization or environment that is subject for change)</li><li>• Each individual person's situation</li><li>• What motivates a person (those intrinsic motivators that are unique to an individual)</li></ul>
<b>Knowledge</b> of how to change	<ul style="list-style-type: none"><li>• The current knowledge base of an individual</li><li>• The capability of this person to gain additional knowledge</li><li>• Resources available for education and training</li><li>• Access to or existence of the required knowledge</li></ul>
<b>Ability</b> to implement required skills and behavior	<ul style="list-style-type: none"><li>• Psychological blocks</li><li>• Physical capabilities</li><li>• Intellectual capability</li><li>• The time available to develop the needed skills</li><li>• The availability of resources to support the development of new abilities</li></ul>
<b>Reinforcement</b> to sustain the change	<ul style="list-style-type: none"><li>• The degree to which reinforcement is meaningful and specific to the person impacted by the change</li><li>• The association of the reinforcement with actual demonstrated progress or accomplishment</li><li>• The absence of negative consequences</li><li>• An accountability system that creates an ongoing mechanism to reinforce the change</li></ul>

# VitalSmarts Influencer

Six Sources of Influence

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Over Invest in Skill Building
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment



# Leverage and combine

- A successful change program needs to address and implement a variety of adoption measures that cover many perspectives

	Motivation	Ability
Personal	<b><i>Make the undesirable desirable</i></b> <div> <div>Exec Blog</div> <div>Entry Communication</div> <div>Promo Video</div> <div>1st Touch Event</div> <div>Podcasts</div> <div>Posters</div> </div>	<b><i>Over invest in skill building</i></b> <div> <div>Teaser Communication</div> <div>Online/on-demand Training</div> <div>New employee orientation</div> <div>Hypercare</div> <div>Tips &amp; Tricks</div> </div>
Social	<b><i>Harness peer pressure</i></b> <div> <div>Early Adopter Video</div> <div>Webcasts</div> <div>Viral marketing</div> <div>Roadshow</div> <div>Exec Sponsoring</div> <div>SuperUser Community</div> </div>	<b><i>Find strength in numbers</i></b> <div> <div>Hypercare</div> <div>Classroom Training</div> <div>SuperUser Community</div> <div>Webcasts</div> <div>Lunch &amp; learn Training</div> <div>Viral marketing</div> <div>Auditorium Style Training</div> <div>Brown Bag Sessions</div> </div>
Structural	<b><i>Design rewards and demand accountability</i></b> <div> <div>Awards, incentives</div> <div>SuperUser Community</div> <div>New employee or.</div> </div>	<b><i>Change the environment</i></b> <div> <div>Newsletter</div> <div>Podcasts</div> </div>



# Lesson summary

- Change management is the heart of everything
- Architects can be a change agent
- Combine models and methods with inter-personal and relationship skills to help people understand why and learn how to change.

## Module Two

### End of Lesson 04: Organizational Change

For more information on this course and other offers directed at Corporate Members, visit <http://iasaglobal.org/corporate-membership/>

Corporate Membership is a pre-requisite for engagement offers as Community and outreach are an essential part of an Architects development



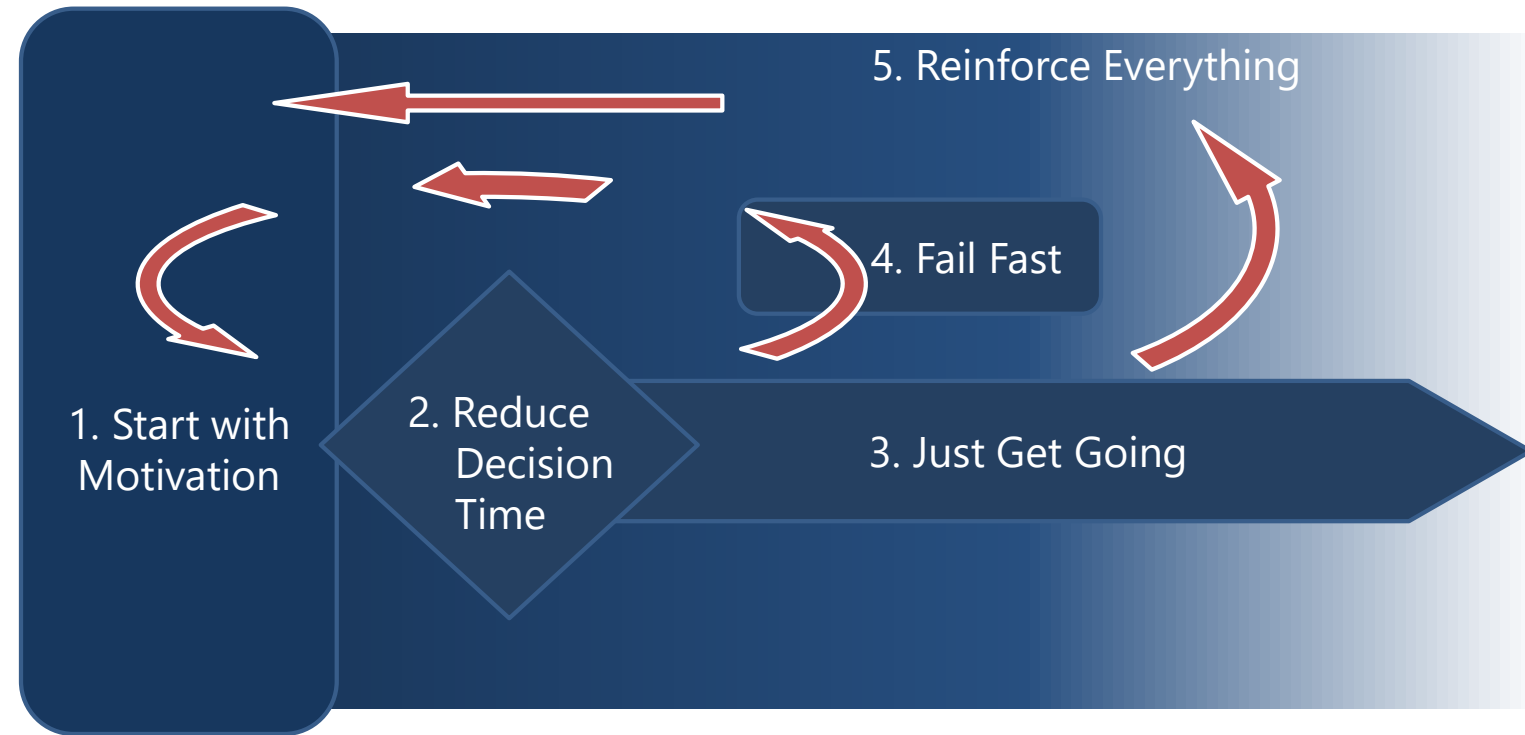
# Change learning roadmap

Capability	Understanding	Ability to Execute	Expected Experience	Reference material
BASIC LEVEL 100	Resistance to change Methods and frameworks Human Dynamics Communication pillars and programs	Ability to review a change plan in line with common change methodologies to check for completeness Ability to suggest change interventions and their impact	Have leveraged colleagues to work together/peer review change methods	Introduction to Change module
STANDARD LEVEL 200	Adoption drives value realization Scenario creation to define change Value of time and how change execution contributes	Ability to develop plans and construct business case investments to demonstrate value of change activities, calculate and position change KPI relevance to different CXO roles Ensure Adoption plans and processes are part of value realisation discussions	Completed several change plans and provided guidance for others Selects change approach based on delivery experience	COURSE: Prosci three-day change management certification session or similar.
RATIONAL LEVEL 300	Organizational Change Management	Develop change programme to support transformation and adoption Have credible CM discussion with CFO	Adoption working with IT and Business stakeholder scenarios demonstrating value to KPIs and overall ROI (time based)	Completed several change plans with customers including peer reviews
DYNAMIC LEVEL 400	People change dynamics Industry specific change learning	Ability to leverage multiple models to drive customer programs	Change SME, CCMP certified Consistent creation of relevant IP Working with other organisations	External IP and Events Prosci advanced courses (TTT) Professional bodies such as IT Value Institute (IVI) MIT, Cranfield, BSC, IASA

# Manifesto for architects as change agents

A simple approach based on this  
“**Architect Mindset**”

- Make sure the WHY is clear and everyone is on board, otherwise move on to something more important
- Always **Work out Loud** and be radically transparent
- JFDI
- Measure, measure, measure and fail fast
- Always assume positive intent, life is too short for any other interpretation!



Outcome focused, value driven, business aligned



# ITARC Southeast Sept 22-23rd 2016

Alongside the ITARC SouthEast conference on September 23<sup>rd</sup>, there is a full day of workshops on September 22<sup>nd</sup>, 9am-5pm with some of the worlds top experts in enterprise, business, agile and software architecture. In addition, course attendees are invited to join us for a special speaker/sponsor dinner where you can meet and network with your course instructors and world renowned speakers!



Business Architecture

Jeff Scott



EA Workshop

David Sligh



GROWS Method

Andy Hunt



Agile Architecture

Scott Ambler

# Resource links

Change: Prosci <http://www.change-management.com> lots of free learning modules and resources in the thought leadership library

Change: Kotter <http://www.amazon.com/Leading-Change-John-P-Kotter/dp/0875847471>

Measure: How to measure anything

<http://www.amazon.com/How-Measure-Anything-Intangibles-Business/dp/0470539399/>

More books from: <http://ingenia.wordpress.com/2014/08/05/enterprise-architecture-and-business-transformation/>

Work out loud: <http://workingoutloud.com/>

<https://blogs.office.com/2013/07/02/working-loud-mythbusting-tips/>

<http://johnstepper.com/2014/01/04/the-5-elements-of-working-out-loud/>

Change out loud: <https://www.linkedin.com/pulse/20141210020210-1938742-change-out-loud>

and of course <http://davidslight.com>

## questions, comments, feedback, thank-you.