



Change Capability: ***Does your organization have it?***

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Panel members:

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Turning a passenger ship into a kayak: is it possible?

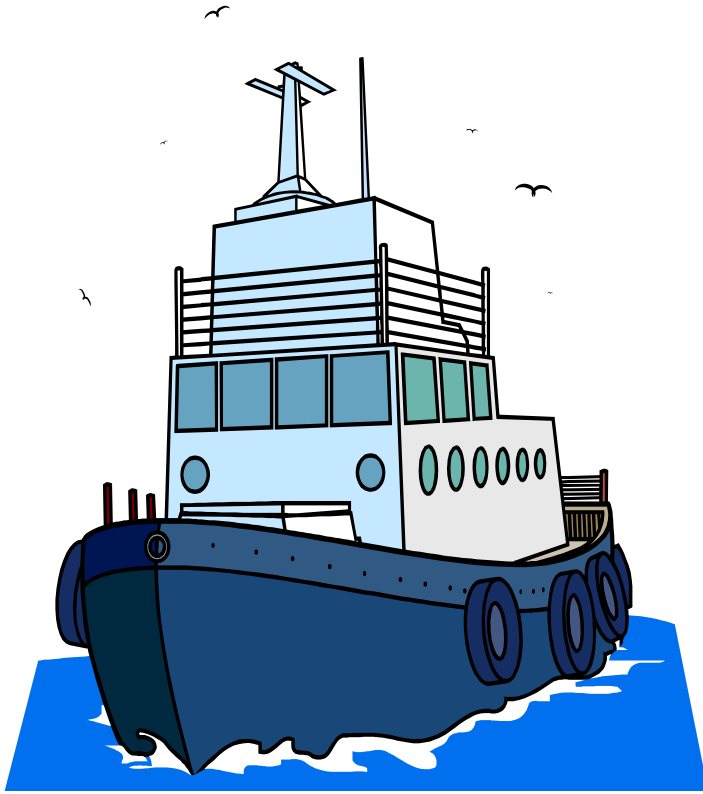
Linda Klug

Assistant Vice President, Organization Effectiveness

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Passenger Ship Vs. Kayak



Situation/Challenge:

- Large mature company is changing enterprise business strategy to enable future growth
- New strategy requires higher levels of innovation, cross-functional collaboration and personal risk-taking
- Challenge exists to create agility and adaptability in traditionally conservative culture

Approach:

- Created strategy and goal alignment throughout the organization
- Developed recognition that culture change is important: “Culture eats strategy”
- Catalyzed culture change initiative , promoting agility, risk taking, and empowerment
- Initiated design of organizations that are adaptive and flexible
- Created organizational change capability

Results:

- Work is in progress
- Strategy alignment throughout organization
- Leadership Commitment to Change Efforts
- Increased Employee Involvement and Engagement

Lessons Learned (to date):

- “Meeting them where they are at” and honoring past success is very important
- Partnering (OD/HR/Business) is critical
- Have to understand you are in this for the long haul
- Small, but consistent wins, enable forward movement
- Important to “connect the dots” every step of the way
- Build systemic sustainable foundation while demonstrating immediate tangible impact

Hopefully, the difference.....





Building a Jazz Ensemble

Linda Sitkowski, Ph.D.

4 Delta Solutions



Situation/Challenge:

- High Growth Global Company Expanding Workforce by 20% Annually
- Strong Set of Core Values Translated into Ownership by All Employees
- Concern by CEO that Growth Would Lead to Loss of Agility and Connection to Values

Approach:

- Created a Story about “The Legacy of the Company”
- Employed Self-Organized Team to “Lead the Journey”
- Identified Change Agents as Catalysts to “Spread the Word”
- Designed Leader Led Interactive Employee Engagement Forums

Results:

- Increased Business Results
- Increased Employee Engagement Scores
- Higher Retention of Employees
- Higher Success Rates of New Employees

Lessons Learned:

- Aligning Change Approach to Company Culture
- Storytelling as a Methodology for Change
- Letting Go of the “Expert” Mentality
- Power of Adding all Voices to the Journey
- Translating Values into the “Way We Work”



Journey to Becoming a Healthcare Solutions Provider

Renee DeFranco

Senior VP, Human Resources

Advanced Health Media



Situation/Challenge:

- Changing landscape in the Pharmaceutical Industry due to healthcare reform and changing customer demands
- Access to physicians continues to restrict
- Large provider organizations requiring healthcare outcome information versus traditional share-of-voice sales model

Approach:

- Ensure understanding of Business Strategy and case for change
- Employ x-functional teams to define future state structure and capabilities
- Implementation or Institutionalization – intent to engage & involve to gain commitment

Results:

- Increased collaboration between Medical & Sales/Marketing functions
- Increased customer satisfaction
- Increased job satisfaction for employees

Lessons Learned:

- Defining clear business case for change garnered engagement and understanding
- Including affected individuals in defining future state of their roles garnered commitment and buy-in
- Engaging management in cascading change communication versus “town hall” approach made change more personal



Sales Effectiveness: Technology is just the Beginning

Doug Reinstein

Director, Global Change Management

AVAYA



Situation/Challenge:

- Achieving the “Day in the Life” vision requires simple, clear processes *and* best-in-class tools
- Channel management is “blind” without effective PRM
- Toolset for Account Managers and Sales mgmt is years behind; lack real-time management information

Approach:

- One tool (Salesforce.com) will replace Siebel, BlueRoads and other in-place CRM/PRM tools in all Theaters
- Align systems architecture to the business architecture
- Design guided by leading practice benchmarks and standard functionality

Results:

- Efficiency: Increase coverage and consideration rate through capacity creation for high touch and partners, reduced admin burden, simpler and faster opportunity mgmt
- Effectiveness: Increase win rates by finding right partner, immediate access to right deal-specific info, more targeted lead distribution with closed loop & shorter cycle times
- Coverage: sign up a new partner in hours instead of 3 months;

Lessons Learned

- Communications
 - Hundreds still were not enough, the more tailored the better
- Radical Coincident Process Change
 - Don't underestimate change management needed for re-engineered processes
- Post Go-Live Support
 - It's all about usage, capability and realization
- User Acceptance Testing
 - Go deeper with fewer