



It is not the
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SIR EDMUND HILLARY

Experience-Led Change

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CX has been a catalyst for changing the way organizations work

They are typically unprepared for the level of change required



Change is often forgotten – and not experienced based

- Embedded Innovation
- Experiment and Fail Fast
- Effective Governance
- Continuous Improvement
- Data Driven Decisions
- Strategic Partnerships
- Successfully Manage Change



Three key elements of experience-led transformation

Intention

The right priorities, culture, incentives, empowerment, skill sets, training, communication and mindset to “do the right thing” for our customers?

Ability to Execute

Does the company have the proper governance, systems, processes, technology and access to data to effectively engage with our customers?

Comprehensive, Orchestrated Change Management

Can we build and sustain complex, multi-level changes to core structure, employees, focus, and power and ensure customer leads?

The Scope of Change – Level 3

	Level 1	Level 2	Level 3
Organizational scope	<ul style="list-style-type: none">• Single function change	<ul style="list-style-type: none">• Cross-functional change• Multi-location change• Change in reporting relationships• Change in Organizational structure	<ul style="list-style-type: none">• Change across large complex organizations• Multi-country change• New organizational structure
Operational scope	<ul style="list-style-type: none">• Limited process or policy change	<ul style="list-style-type: none">• Significant process changes• Possibly tool changes• New performance standards	<ul style="list-style-type: none">• Multi-dimensional change (process, tools, policy, metrics)• New architecture• Fundamental change to performance standards
Ways of working	<ul style="list-style-type: none">• Minor changes to ways of working	<ul style="list-style-type: none">• Changes to ways of working• Some new behavioral expectations• New capability requirements	<ul style="list-style-type: none">• Fundamentally new behaviors required• Fundamentally new capabilities required
Cultural challenge	<ul style="list-style-type: none">• Changes are consistent with culture	<ul style="list-style-type: none">• Change challenges culture to some extent• Change may be blocked by cultural forces	<ul style="list-style-type: none">• Change requires a radically different culture to succeed• The change challenges people's willingness to change greatly
Leading change	<ul style="list-style-type: none">• Minimal change leadership required• Changes can be initiated with communication	<ul style="list-style-type: none">• Requires active leader commitment and involvement	<ul style="list-style-type: none">• Change leadership is a fundamental requirement for successful transition

Increasingly more challenging

Change has many dimensions – tactical and strategic

Change Management

The set of basic tools and structures to keep change efforts under control

Change management is vital, but must be driven by change leaders to be effective. Change management usually concerns small changes that contribute to a larger picture.

Change Leadership

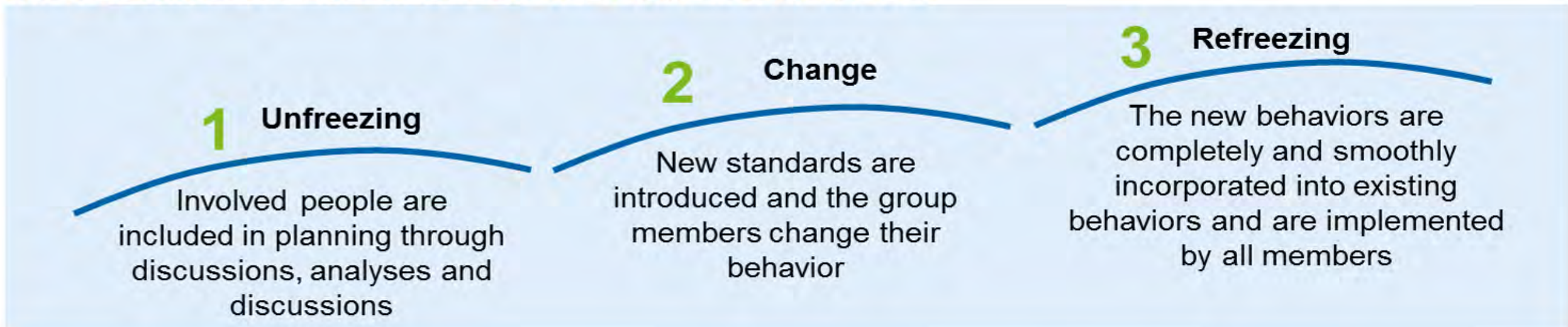
The ability to harness the power of people, visions, and processes responsible for large-scale, sustainable transformation.

Change leadership on the other hand will direct organizations to new destinations, mobilizing resources which facilitate change. This puts an engine on the whole process, inspiring stakeholders to embrace change.

Frameworks for Change (and Examples)



KURT LEWIN'S 3 PHASE MODEL AS THE PIONEERING THEORY



JOHN PAUL KOTTER'S 8 STEP PROCESS AS A MODERN MANAGEMENT AGENDA



Sources:
Kotter, John P. (1996): Leading Change, Harvard Business Review Press.
Lewin, K. (1947): Frontiers in group dynamics. Concept, method and reality in social science. Social equilibria and social change, in: Human Relations, ed. 1, no. 1, pp. 5–41.
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Create Urgency: “What if...” Stories

Create experience value benefit estimates



- Lose 1% more of your base? What is the impact on revenue growth and profit?
- Decrease productivity by 3%?
- Miss financial goal targets?
- Increase in employee attrition by 2%?
- Increase cost of sales by .5% (e.g. easier renewal and leverage advocates/referrals)?

Coalition for Change: Use Design to design change

Corporate Change Group

“Innovation Team”

“Fish Tank”

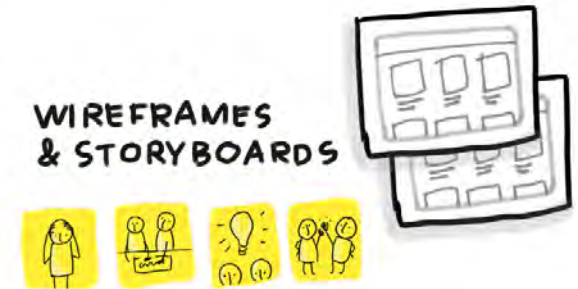
“Next-Gen Team”

“The Intrapreneurs”

“Culture Club”

“Magic Squad”

“Fans of the Future”



Gallery Walk, Immersion, Design approach examples





The Human Designed Change Imperative

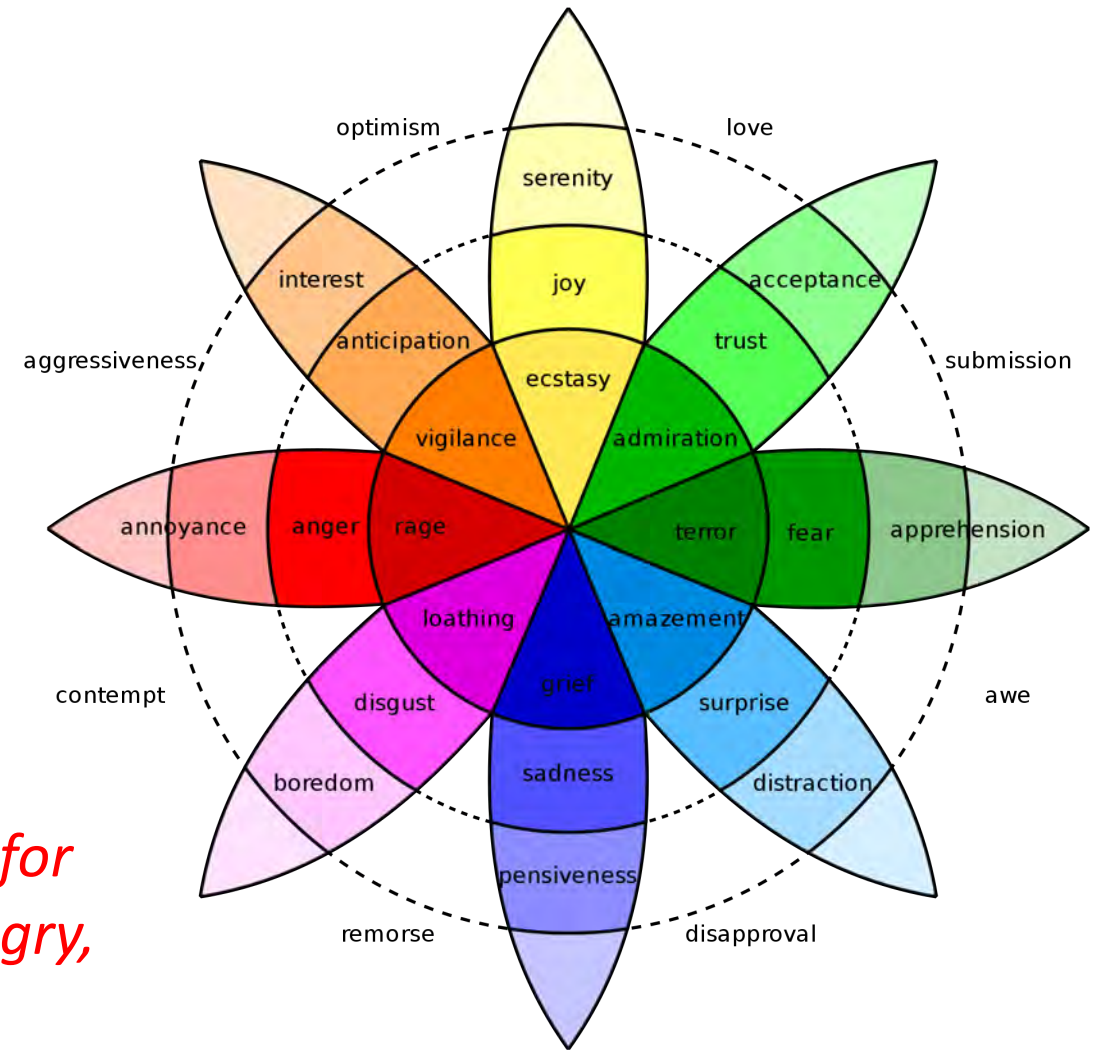


Change is highly emotionally charged

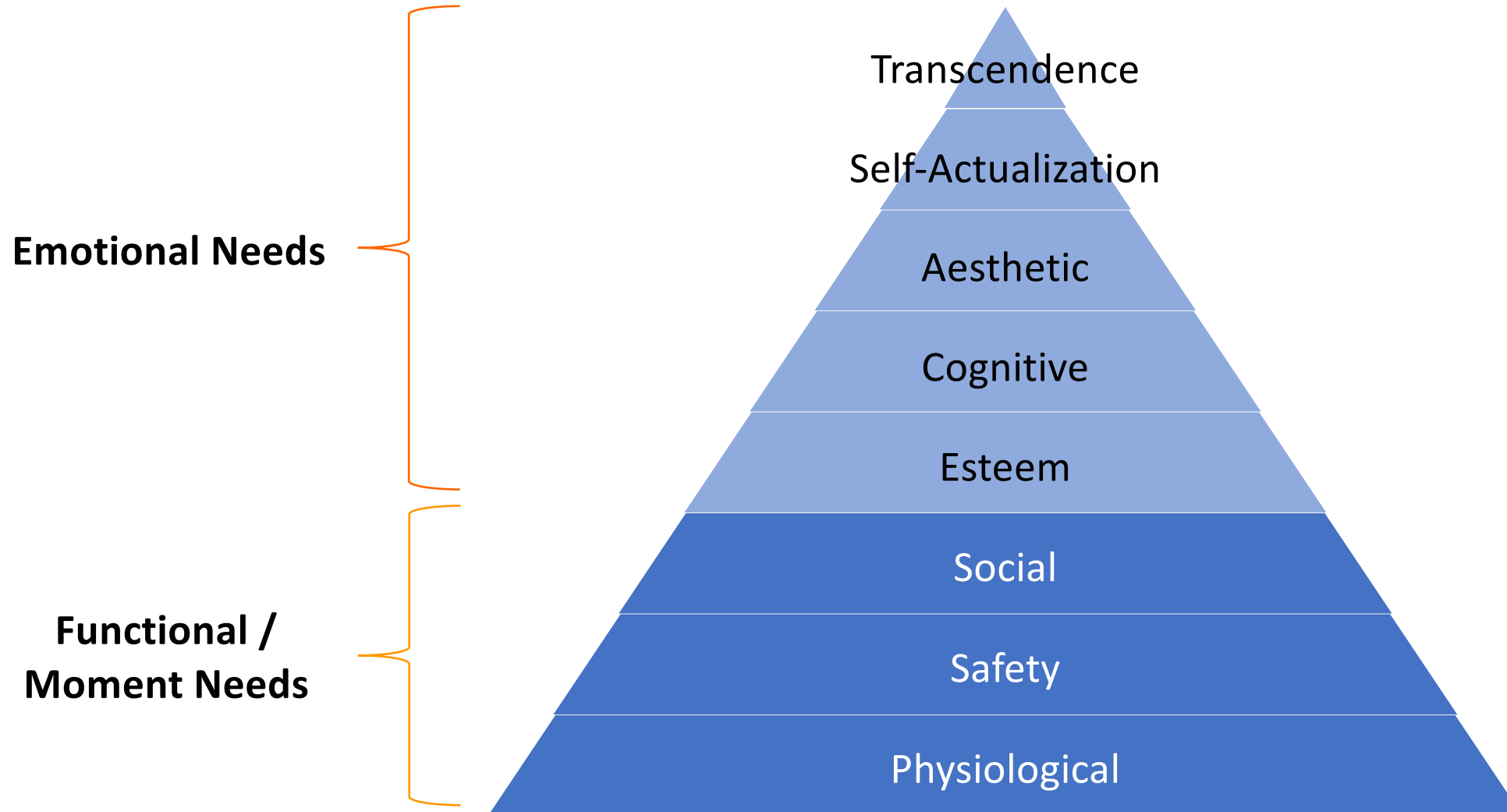
Emotions play a big part in our decision-making
emotions tied to change.

- Recognize the sentiments
- Target the emotions we want to invoke
- Define the link of emotion to behavior and engagement
- Defines the why for the what

“My leader never told me why things needed to change. The top down approach was too broad for me to translate into what I do everyday. I feel angry, unprepared and apprehensive about my job.”

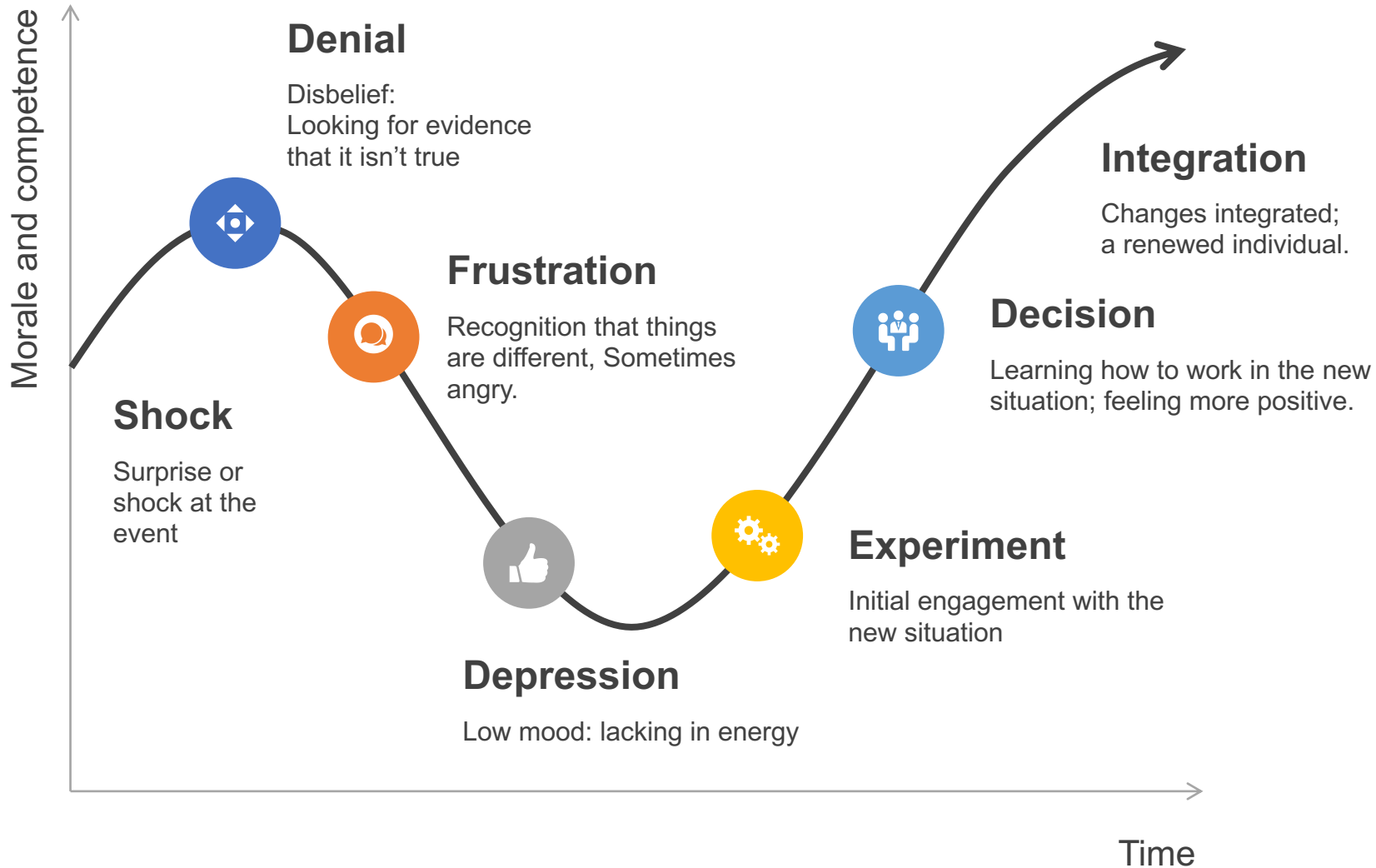


Maslow's Hierarchy of Needs



The Kübler-Ross Change Curve

Emotional Response to Change



Creative Alignment

Maximize Communication

Spark Motivation

Develop Capability

Share Knowledge

Some examples of Change Emotions

Loss of control

- People can be territorial in change thus they feel the power lost when they no longer have control.

Excess uncertainty

- Change can make someone feel like they are walking off a cliff blindfolded.

Surprise, surprise!

- There is often the element of surprise in changes and there is no time to react.

Everything seems different

- Routine work is like a habit, when a habit needs to be changed it can be uncomfortable.

Loss of face

- People associated with previous decisions may feel defensive about their methods.

Concerns about competence

- People feel skeptical and constantly worry if they are doing it correctly.

More Work

- Change creates extra task as compared to your daily norm.

Ripple effects

- Like throwing a stone in a lake, the ripples affect a larger area and you can affect other stakeholders.

Past resentments

- Haunted by the ghost of past, leaders need to consider resolving old issues before making changes.

Sometimes the threat is real

- Change is resisted because you may fail at your attempt and cause the company losses.

Example: The Journey – What’s it feel like?

Build	Launch	Sustain and Grow
Skepticism from team - “project de jour”	Capitalize on the change – reassure, provide direction	Rhythm and processes support CX
Want to understand	Teach - focus on the “so what” and why	Continued focus on CX – the “why” is understood
Pent up demand shows – natural leaders and power emerge	New skill set, establishing new structure of work	Organization and employees behave differently
Enthusiasm and desire to contribute	Recognizing that cross-team and customer centric works	Organization uses customer journey as the guide for decisions
Confirmation of approach	Looking for continued commitment	Momentum is evident
Questions about the how	Change management critical	Habits are hard wired
Questions about what customer experiences	Conversations about customer is prominent, design are from their perspective	Driving for improved customer experience is in the org, not leaders – power has shifted

Planning and Designing Change



A Change Management and Leadership Plan

- **A basic model that explains why people choose to act (or not).** Some evidence suggests you'll be more successful if you align your efforts with theory, rather than going with your gut. (Who knew?!)
- **Identify specific barriers and enablers to individual change in your context.** Evidence suggests methods that target a particular barrier are more effective than those that don't.
- **Selects the “best” interventions and techniques to address the barriers you've identified.** Hint: Be prepared to use your judgment informed, hopefully, by some research.

Use design thinking to create Experience-Led Change



Summary



Begin with the end in mind



Work Backwards

How do you want people to act
To act, what should they think
To think, what should they feel
To feel, what should you create



Leadership: Change as an organizational capability



New skills, capabilities, mental and behavior models



Define dynamic change approaches



Shift the perspective – future state

Created by the
organization





Define Tools, Capabilities and Resources

What's Next







Build change leadership as a
competency and new
superpower



Strategy. The threat posed by the accelerating pace of change isn't going to go away. So look to align a future-focused experience strategy with your corporate growth strategy to solve the experience-led challenges of today and building a picture of how to shape the future.

Leadership. Shift your leadership perspective from talk to action and start shaping your organizational change strategy and culture by becoming a purpose, creativity, curiosity and empathy-driven pioneer, 10x thinker and future shaper.

Culture. Your people are your future. Engage them in change, spread the experience and innovation message across the organization and give people the tools they need

Notes to my younger self



- Change leadership as a skill
- Demonstrate the “what if we don’t” impact to business value
- Focus on the future predictions
- Define the what and why
- Have a plan



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