CHARTING CHANGE

PCC Change Readiness Framework

by Braden Kelley

http://human-centered-change.com

In a 2008 global CEO study conducted by IBM on the enterprise of the future, IBM identified the top challenges to successfully implementing strategic change as:

1. Changing mindsets and attitudes (58%)

2. Corporate culture (49%)

3. Underestimation of complexity (35%)

4. Shortage of resources (33%)

5. Lack of higher management commitment (32%)

6. Lack of change know-how (20%)

7. Lack of motivation of involved employees (16%)

You will notice that many of the items on this list are more about the people factors of change rather than the process or technology factors of change.

The weight of the human dimensions of change is reflected in my **PCC Change Readiness Framework**.

This framework focuses on the psychology of key groups surrounding the identified change, the capabilities needed to successfully execute the change, and the organization's capacity to tackle this change effort (along with everything else).

4 **PCC Change Readiness Framework**

Psychology

Leadership

- Commitment
- Mindset
- Beliefs
- Attitudes
- Expectations

Employees

- Acceptance
- Mindset
- Beliefs
- Attitudes
- Expectations

Customers/Partners

- Desire
- Mindset
- Beliefs
- Attitudes
- Expectations

Shared Understanding, History, and Context

Capability

- Permissions
- Regulations
- Knowledge
- Skills
- Abilities
- Relationships
- Enablers

Capacity

- Change Saturation Levels
- Human Resource Availability
- Financial Resource Availability
- Physical Resource Availability
- Information Resource Availability
- Executive Sponsor Availability
- Communication Channel Availability

You will notice that I don't speak about organizational psychology or culture in my **PCC Change Readiness Framework™**.

The reason I don't highlight culture in the same way that many other people do is that in today's more social, customer-centric business, we must look more broadly than the typical inward focus of company culture when it comes to identifying the readiness of not only employees, but leaders, customers, and partners too.

Inevitably many of our change efforts will have some impact on one or more external groups (possibly even non-profit entities and one or more governments).

You will notice that within the **PSYCHOLOGY** box there is a common focus on the mindsets, attitudes, beliefs and expectations of the individuals.

Culture is incorporated into the psychology realm by focusing on what the shared understandings are around the potential change, but more broadly too.

And, finally you will notice that my **PCC Change Readiness Framework** highlights the need for successful change efforts to move towards gaining commitment to the change from leadership, acceptance of the change by employees, and a desire for the change from customers and partners.

PCC Change Readiness Framework

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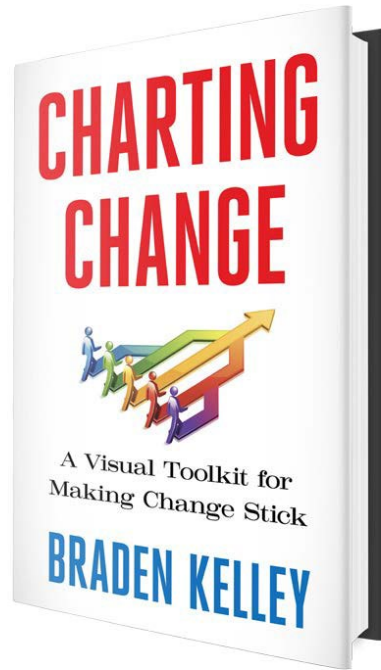### Shared Understanding, History, and Context

Capability
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Within the **CAPABILITY** box of my **PCC Change Readiness Framework** we must investigate whether our change effort has any regulatory or statutory implications and whether we are ready to adapt, adopt or influence the changes necessary in this sphere.

We must also ask ourselves a series of questions:

- "Do we need to get permission from anyone to do this?"

- "What knowledge, skills, and abilities needed for this change do we already possess?"

- "What knowledge, skills, and abilities needed for this change do we need to acquire?"

- "What relationships do we possess that will be useful in advancing the change?"

- "What relationships do we need to build to help advance the change?"

- "What are the enablers of making this change successful?"

Within the **CAPACITY** box we have to look at where our resources are approaching, or have already achieved, change saturation.

This means they are unable to productively participate in any more change efforts or adopt any more change.

But we also have to look at resource availability:

• Human

• Financial

• Physical

• Information

• Executive Sponsors

• Space in our desired communication channels

For more information about the book and the tools and frameworks inside, go to:

http://charting-change.com