Challenge #45

Insufficient visibility and grip on progress

The nut to crack

How do you measure the progress of an organisational change?

How well is the change going? Is there enough progress? Is the pace not too fast or too slow? Will the desired impact be achieved? And if not, is this visible to the right people, who can also act on it? In short, how do you measure and how do you report?

The solution

Measure business and change management progress

Measure two topics to **visualise the progress** of an organisational change:

- Progress on the realisation of set business objectives
- The change management progress

These two elements are then collated into a **dashboard** you regularly report on.

The realisation of set business objectives

Go back to your case for change, your change story and the indicators of success. What was the **intended purpose of the organisational change**? What did you want to improve? Is it the Net Promoter Score you want to improve or the Sustainability Index score? Is it about revenue growth in a new product category? Or to make a departmental process more efficient?

Usually, the business-related success indicators are about one or more of the following:

- Product & Service related indicators
- Operational and internal indicators
- Customer-related indicators
- Financial indicators
- Market-related indicators
- Employee-related indicators
- Leadership-related indicators
- Sustainability or circularity related indicators

You usually **determine these indicators of success at the start**. If you have not already done so, do so together with important stakeholders, to have formally recorded what you understand by success and how you measure it. You can then monitor and report on progress. Make sure you support this data with the most important visuals. In the practical example you can see an example of a change dashboard as an illustration.

The change management progress

To measure change management progress, you look at **change management progress on three levels:**

- Does the organisation have a fertile breeding ground for change?
- Is the organisation ready to implement this change initiative, project or program?
- Are individuals ready to embrace the behavioural change associated with this initiative, project or program?

By answering these three questions systematically, **you get a grip on the progress and the right questions are raised**. The supporting measuring instruments help you to proactively remove energy drainers at the organisation, project and program, and individual level, so that energy for change flows and continues to flow.

Support tool I contains more information about the measuring instruments and the practical example describes how to use these instruments effectively in practice.

Support Tool I: Three measuring instruments to measure change management progress

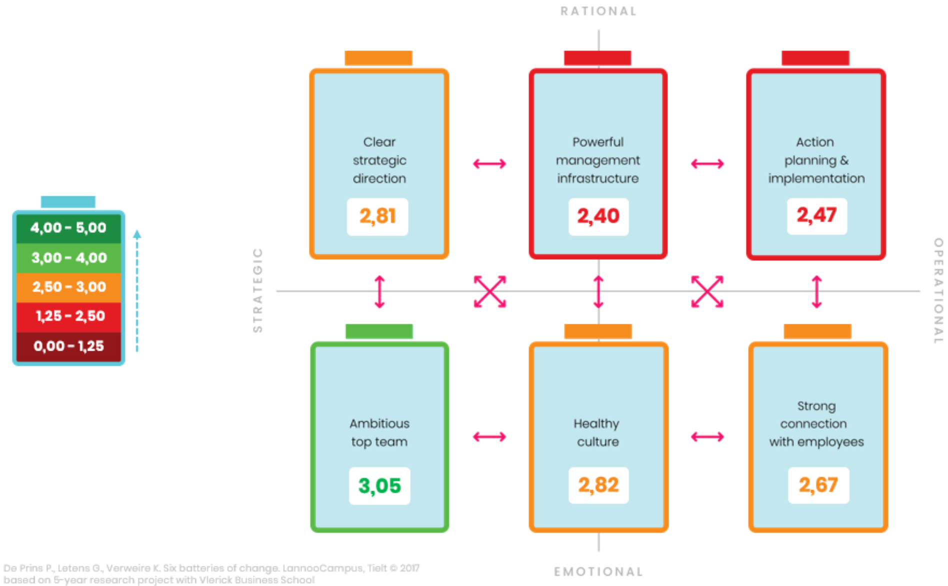
1.

To measure whether the organisation as a whole has a fertile breeding ground for change, you can use the **six batteries of change scan**. With the help of this scan, you systematically map out **where the organisation is gaining or draining energy**. You typically use this scan once a year and have it completed by top management and middle management. The batteries turn red, orange or green depending on how much they are charged. The greener, the healthier the soil, the redder, the more work there is to do to create an organisational environment in which change can land successfully.

2.

To then gain insight into the degree to which the change initiative, project or program is charged for success, it helps to use **the leader-led scan**. With the help of this tool, you can map out in a structured manner, based on a simple online questionnaire, **where the change process is going well and where you have to crack some key nuts**.

The scan is completed by the change team and the stakeholders who are directly involved in the change project, program or initiative and have a role in making it successful. The scan is typically done once every trimester. The picture shows an example of the outcome of a leader-led scan. The perspectives are red, orange or green depending on the extent to which nuts have already been cracked or still need to be cracked. The greener, the higher the chance of a successful implementation, the redder, the more work there is to be done to remove obstructions at the level of the project, program or initiative.

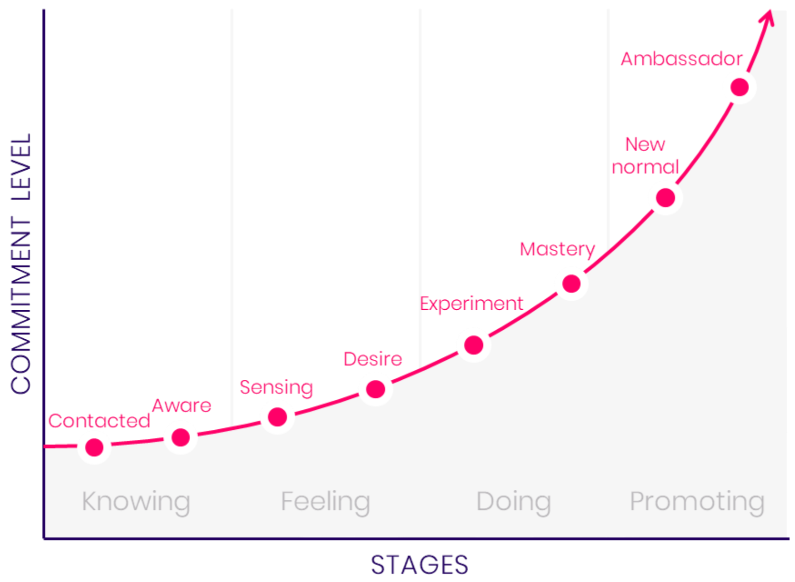


3.

Finally, you can measure whether individuals are ready to embrace the behavioural change associated with an initiative, project or program. By asking them where they are on the commitment and capability curve, you gain insight into who is adopting the change and to what extent. People adopt change through different commitment stages1. And in every commitment phase you can "win" or "lose" people on the path to anchoring change in daily work. Each commitment phase encompasses different actions to mobilise people to the next phase. The commitment phases are shown schematically below.

You can measure the commitment of individuals with a commitment temperature check. This is a 2-minute online survey of a representative sample of employees who are impacted by a specific change. You perform this scan periodically, for example monthly. In the scan, employees are asked about their own commitment level, that of their colleagues and that of senior management; are they aware of the change? do they understand it? do they see its value? do they believe in it? do they actively contribute? are they role models? This quickly shows how the degree of adoption is progressing and where discussion or action is needed.

If you do not want to measure online, it can also help to plot key individuals on the commitment and capability curve; you literally write the names of the most important stakeholders on the curve and do the same at group level for the other stakeholders. You can then use the stakeholder tool to determine per individual or group which conversations or actions are needed and you can tailor interventions to the adoption rate of each target group. More information about this can be found in challenge 17.



Level	Purpose
Ambassador	I actively encourage others to apply Agile Continuous Improvement in their daily life.
New normal	Agile Continuous Improvement has become a routine.
Mastery	I have successfully applied Agile Continuous Improvement in my own environment.
Experiment	I have received training to experiment with Agile Continuous Improvement.
Desire	I look forward to implement Agile Continuous Improvement and want to make this a success.
Sensing	I know what is expected from me and understand how Agile Continuous Improvement personally affects me.
Aware	I am aware why Agile Continuous Improvement is needed and why this is needed now.
Contacted	I have been informed about Agile Continuous Improvement.

Real life example

Measuring change progress

A transformation leader directs a comprehensive business transformation program that aims to restore the profitability of the organisation. He has a team of eight transformation leaders who work with him and the business leaders to reassess the strategy, redesign the organisational structure and manage two major projects that aim to accelerate the innovation capacity and strength of the supply chain. Because this program is so extensive, it is difficult for employees and managers to keep seeing the bigger picture. The transformation leader therefore wants to use a periodic progress measurement as a means of communication to make it clear to every employee and manager what this transformation is about and where they stand.

To this end, he looks at quantitative parameters in the field of profitability, cost efficiency and employee perception. To measure employee perception, he converts the annual employee satisfaction survey into a survey that also measures the most important metrics that represent the success or failure of the transformation; for example, the extent to which conversations are held with the consumer, the extent to which customer feedback is translated into product propositions and the extent to which processes between the sales and logistics departments run smoothly. He uses the survey every quarter, then a random sample of 10% of the employees is asked to respond, and at the end of the year all employees are asked to participate.

He measures change progress at the organisational level using the six battery scan. In addition, he measures change progress at the level of the two most important change projects BOOST (Innovation) and FORCE (supply chain) using the leader-led scan. And with the help of a temperature check, he measures the commitment & capability levels at an individual level to check whether behaviour really changes at all organisational levels.

He consolidates these quarterly results onto a dashboard. These results are shared with the most important change leaders and facilitators, the annual results go to all executives in the organisation, specified for their own sub-area.

Every quarter he brings the change leaders and supervisors together. He assembles them in a physical space - a cockpit room - where strategy, business results, progress on important projects and survey data are displayed on the wall.

During the quarterly meetings, he allows change leaders and facilitators to reflect on best practices to be proud of and the current unresolved change dilemmas that are emerging. He exposes them to the dashboards with the latest data from that quarter and lets them identify trends. He gives them time with the CEO to ask questions and discuss dilemmas. He gives them the time in that session to think through which interventions are needed now and to adjust their roadmap so that they do the right thing instead of bulldozing ahead.

The consequence of these sessions is that it provides the change leaders and facilitators with a ritual where they have the opportunity to breathe out for a bit, where they can be proud of what has been achieved, and have the peace of mind to plan ahead, without being ruled by the daily hectic. A feeling of togetherness and connection develops, so that they can start the next quarter with a charged battery.

After a year on the road, the value of these meetings turns out to be crucial. The sessions prevent energy from draining and give in to the temptation to become absorbed in the hectic of daily operations and to manage in the short term. As a result momentum for the transformation is maintained.

The more people you give access to the data about the progress being made, the more you enable people to act as the owners of the change and help you move it forward.

Make sure roles don't start shifting in the measurement process. The change leader is responsible for the progress of the change, the change supervisor identifies and advises on which follow-up interventions are needed now.

Conclusion

You **measure change progress over two axes**: business performance and change management progress. Measure periodically. And measure at the level of the organisation, project, program or initiative and at the level of the individual. Based on that, you are able to adjust the **change plan**.

This information is created by LQ,
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