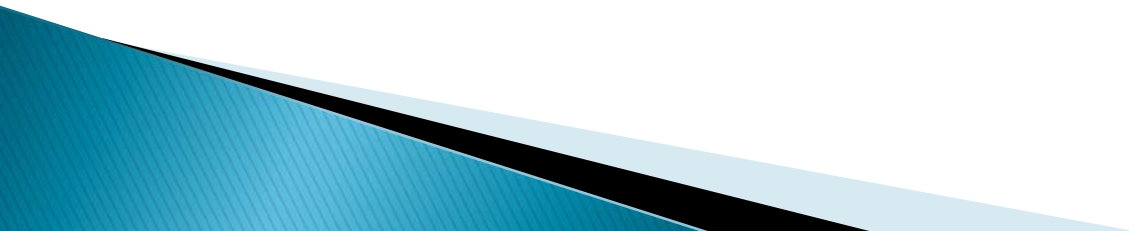


Embracing Reform



WE'RE HIRING A
DIRECTOR OF CHANGE
MANAGEMENT TO HELP
EMPLOYEES EMBRACE
STRATEGIC CHANGES.



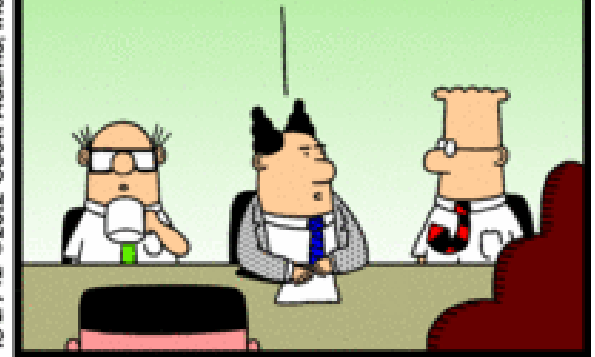
Dilbert.com DilbertCartoonist@gmail.com

OR WE COULD COME
UP WITH STRATEGIES
THAT MAKE SENSE.
THEN EMPLOYEES
WOULD EMBRACE
CHANGE.



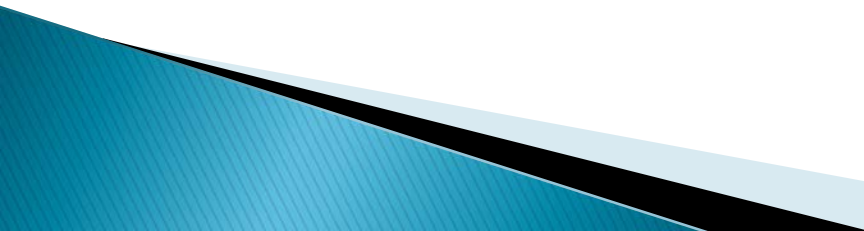
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THAT
SOUNDS
HARDER.

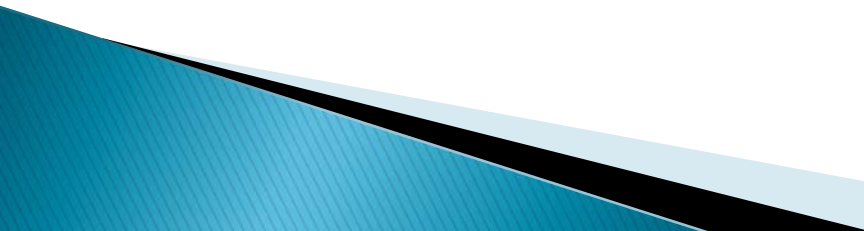


Rambling, Semi-coherent Thoughts On Reform

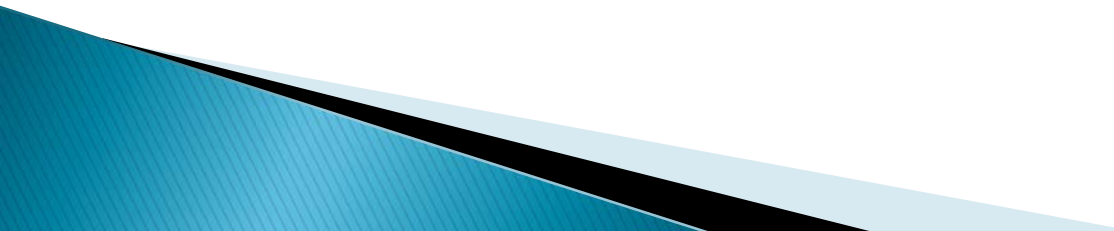
Environmental Scan

- ▶ Reason for change – what are the primary drivers?
 - External
 - Internal
 - Both
 - ▶ Expected outcomes
 - ▶ Degree of Difficulty – what's changing?
 - Business processes
 - Organizational design
 - Skills, etc.
 - ▶ Stakeholders – who needs to be engaged?
 - ▶ How much time do you need?/How much time do you have?
 - ▶ How much \$ is needed?
- 

Change Effort Examples

- ▶ NIST Manufacturing Extension Partnership
 - ▶ FBI
 - ▶ SBA Disaster Assistance Program
 - ▶ FAA
 - ▶ USDI Defense Civilian Intelligence Personnel System
 - ▶ CBP
 - ▶ NASA Foreign National Access Management
 - ▶ VA Veterans Benefits Administration
 - ▶ VA Veterans Health Administration
- 

VHA

- ▶ Largest civilian agency
 - ▶ 300,000 employees, 1 700 locations
 - ▶ 8 employee unions
 - ▶ Infrastructure from the Civil War
 - ▶ Delivered healthcare along post-WW II lines
 - ▶ 537 very interested elected federal officials
- 

Observations

- ▶ Most driven by both internal and external. Strong external pressure essential for “fundamental and disruptive” change.
- ▶ Almost all had some success. Very few were more than 50% successful.
- ▶ The most successful ones
 - had the right people in leadership positions – internal and external
 - conducted a thorough environmental scan
 - made the strongest case for change
 - (usually) followed a change management model
 - piloted the new model / phased implementation
 - had robust systems for monitoring progress
 - aligned rewards with support of change
 - communicated efforts constantly and consistently
 - were very lucky

Closing Thought

“The road to success is always under construction.”

Lily Tomlin