I AM BenBaker
Communicating for Growth

ONBOARDING AND ALIGNMENT METHODOLOGY FOR CHANGE MANAGEMENT INITIATIVES FOR B2B ORGANIZATIONS

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70% OF CHANGE MANAGEMENT INITIATIVES FAIL – HBR.COM

Due to:

- ❑ Lack of strategy
- ❑ Poor planning
- ❑ Ineffective communication
- ❑ Poor leadership
- ❑ Lack of vision and defined goals
- ❑ Silos and turf wars
- ❑ Lack of champions

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MY GOAL IS TO CHANGE THAT

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QUESTIONS I ASK

- ❑ Why are we changing to begin with? What is prompting the change?
- ❑ How does this support current goals and objectives?
- ❑ What will this change enable us to do that we cannot do now?
- ❑ Who are the key stakeholders that need to be involved, and why?
- ❑ Who are the key champions to involve, and why?
- ❑ Who will be the biggest dissenters, why, and how to get them involved?
- ❑ If this project does not proceed, what are the lost opportunity costs?
- ❑ If this project fails, what will it cost the organization financially, in brand reputation, and employee trust and respect?
- ❑ How does the reason for the change align with your purpose as an organization and team?

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WHY ARE WE CHANGING?

This needs to be understood both in terms of the success of the actual change itself, but more importantly, what it enables the organization to achieve once the change happens and why that is important.

What will we be able to achieve as an organization with a successful change that cannot be done now, and what does that mean for the organization long-term?

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WHO NEEDS TO BE INVOLVED AND WHY?

This is about understanding not only who the stakeholders are that need to be involved in the planning and execution stages, but who needs to be kept in the loop, when, why, and how.

Who are the champions that can help support this project and drive engagement through the organization, and who are the people we cannot ignore because hearing their voices will tell us what we are missing along the way?

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WHO COULD DERAIL THIS PROJECT?

Some call these the “assassins of change management.”

These are the people within the organization who are either threatened by change, feel that it might usurp their power base, or just have major concerns about the direction the project is taking the company.

These people can be your biggest threats or your biggest advocates, based upon how soon we identify them and engage them, how we listen to them and what we do to make them part of the solution.

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HOW DO WE BUILD DOORS AND WINDOWS INTO SILOS?

Every organization has silos that first need to be acknowledged and understood. What is the motivation of each group, what are they championing, what are they protecting against, and what are they scared of when it comes to change?

Only by understanding the various stakeholders can we develop a strategy and implementation plan that enables groups to listen to, understand, and value each other and work together toward common goals and objectives.

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WHAT DOES DOING NOTHING COST US?

There are benefits to moving ahead, but more importantly, there may be bigger costs for doing nothing.

Is doing nothing frustrating teams, putting the organization at a competitive disadvantage, costing money due to inefficiencies, or something else?

Knowing this helps communicate it to stakeholders and champions and get buy-in sooner and in greater numbers.

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WHAT HAPPENS IF WE FAIL?

We need to understand, upfront, what are the ramifications of failure.

If this project is not supported at all levels, if leadership is not communicating effectively, if teams do not understand objectives and expectations, and if financial resources are not allocated, what does failure look like, and how does it affect the company moving forward?

By understanding this, we can communicate this through the process.

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WHAT HAPPENS NEXT?

Once we understand the objectives, goals, aspirations, people, and challenges associated with this project, we will devise a strategy, work with your teams to implement tactics, and steer the process successfully through the organization.

Our goal is to drive communication, awareness, and understanding, so all stakeholders not only understand what is happening, but why, how it affects them, and what not achieving the goal can mean to them and the organization. It is about continually updating people on successes, challenges, and next steps to make sure they are continually engaged.

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