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LEARNING 2022

Driving Scalable, Measurable, and Lasting Organizational Change

Larry Mohl
Founder, Rali Solutions

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WELCOME

Larry Mohl
Founder, Rali

- Realities of change.
- 5 shifts for an employee-centric approach to change.
- 4 capabilities needed for change initiative success.
- Technologies needed to scale employee-centric change.
- Change performance measurement.
- Ways to elevate your role and impact in change initiatives.

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The Business Landscape has Fundamentally Changed

Transformation is business as usual.

Power has shifted to employees.

HOW we make change matters.

Will employees feel energized & inspired or depleted & disengaged?

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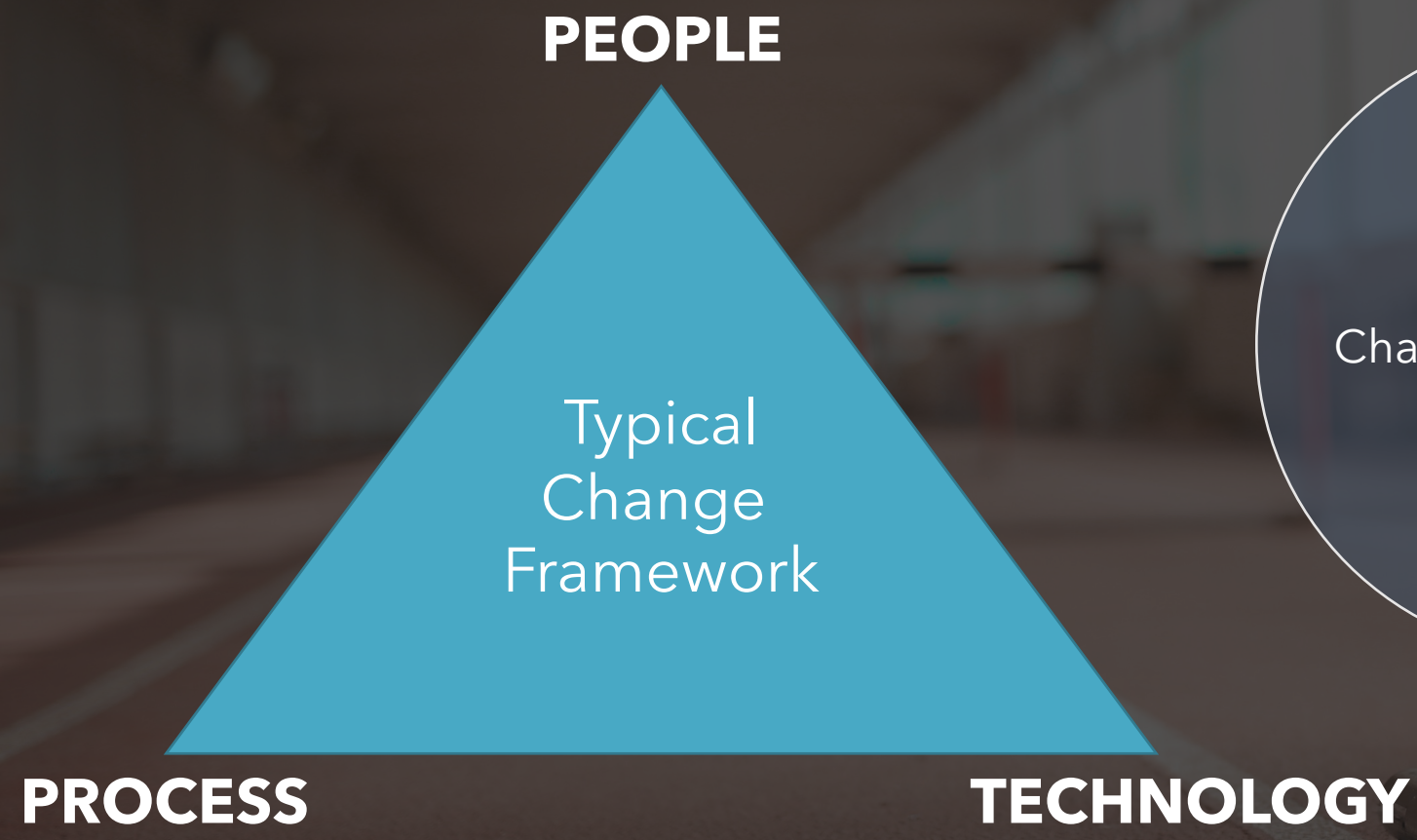
Type of Change



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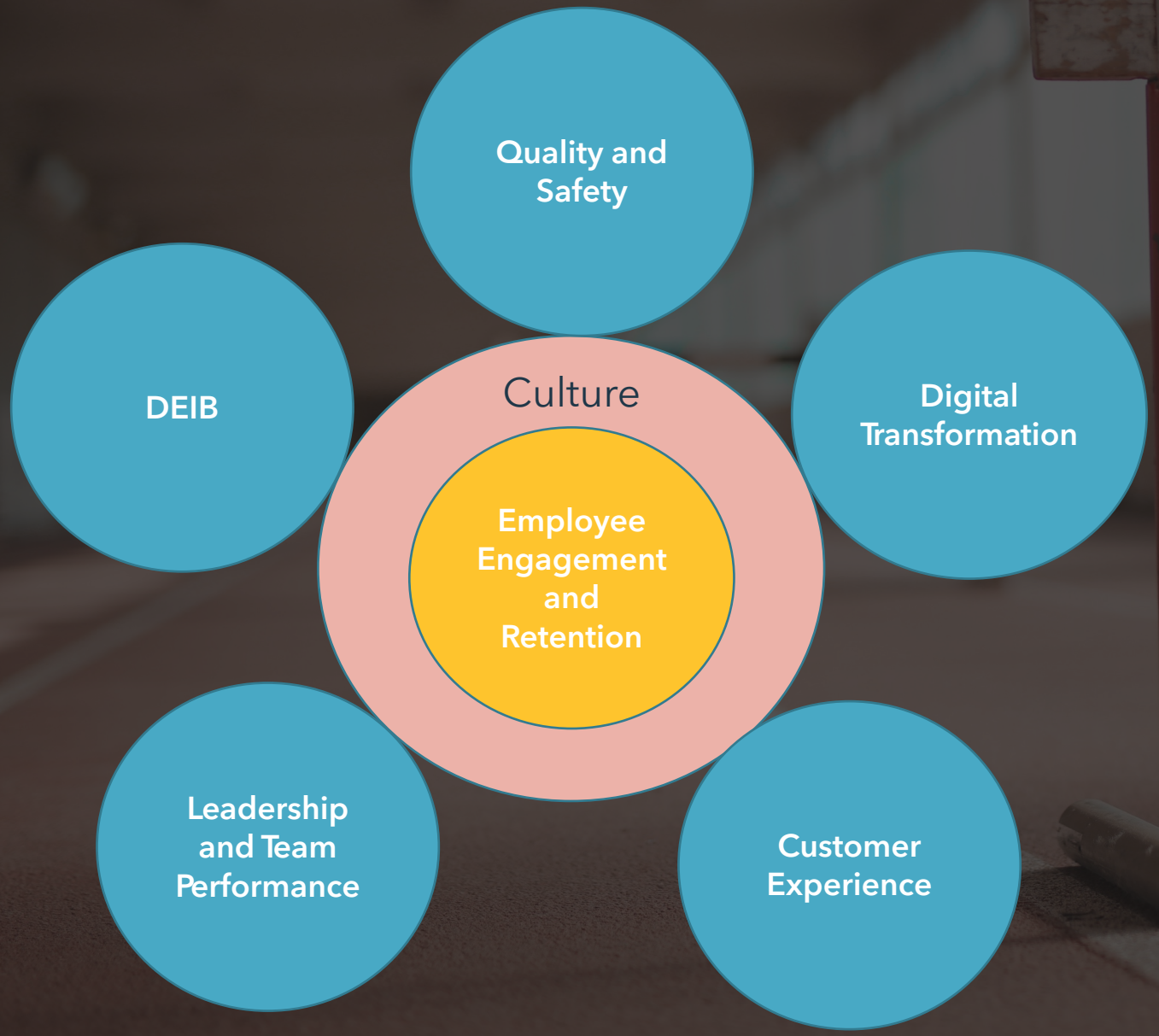
Focus of Change



What change initiatives or projects are you working on?

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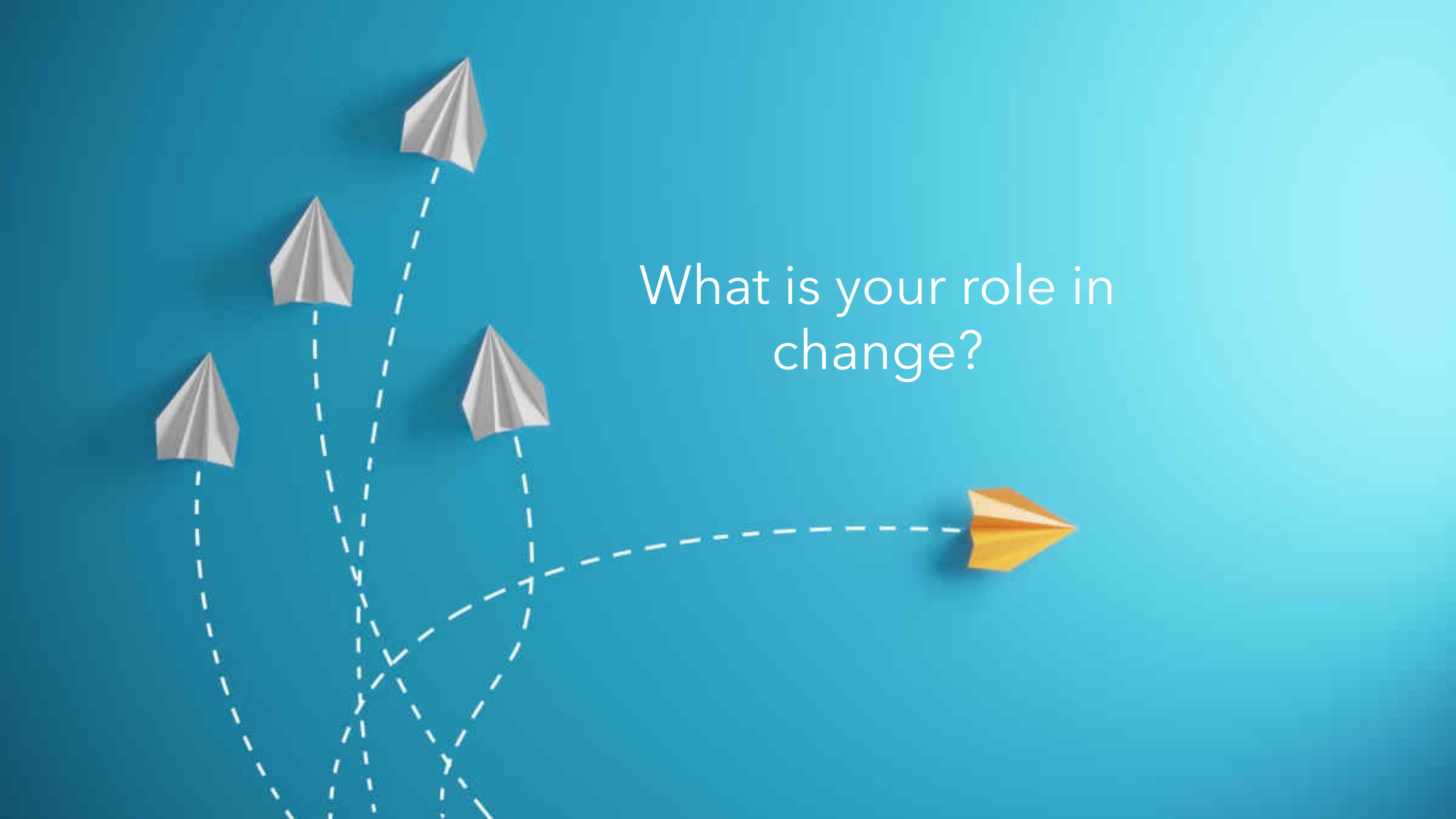
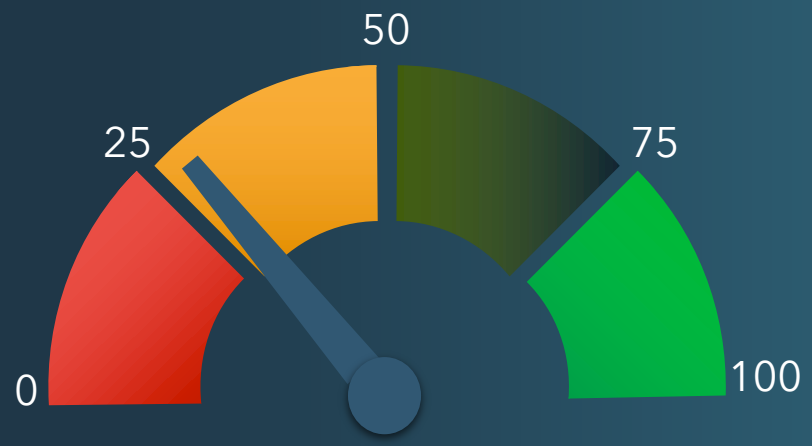
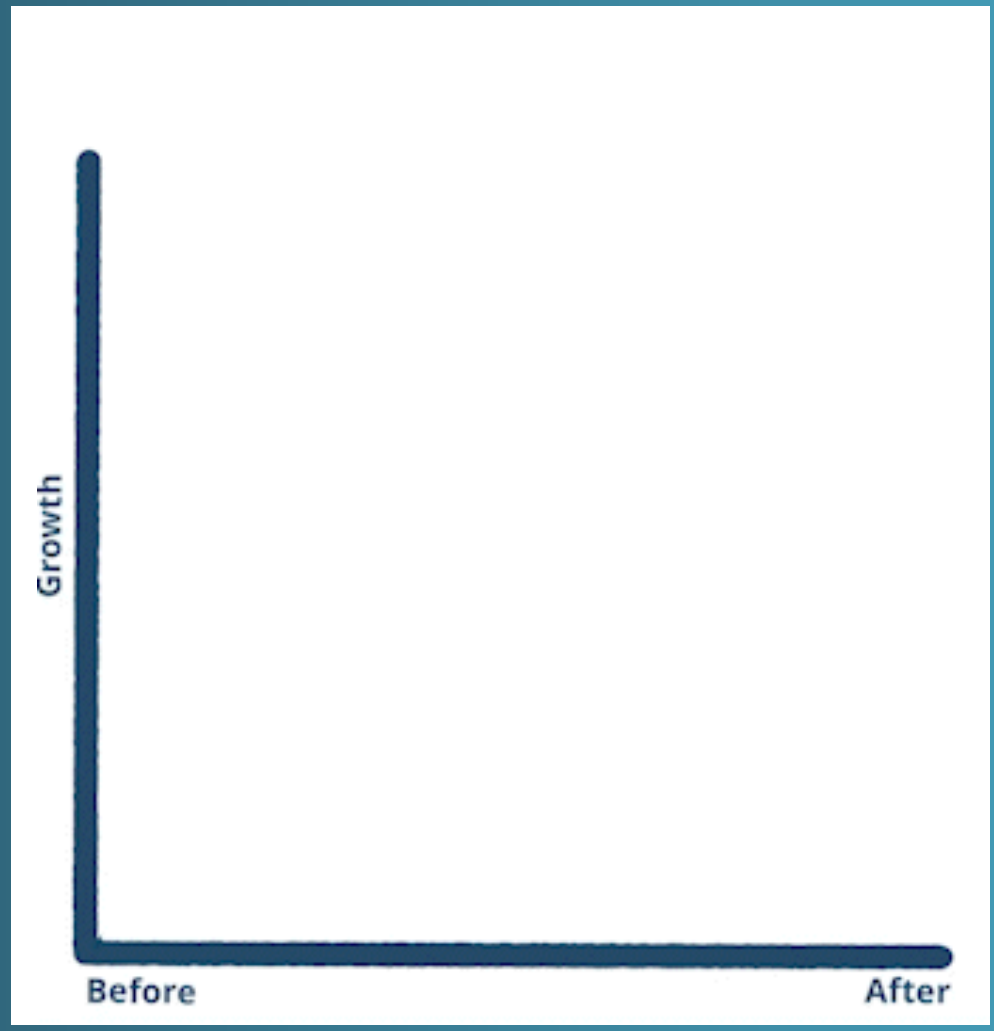

What is your role in change?

Change is Messy!!!

Change Success Meter



Over 70% of change initiatives fail to deliver their intended results.*



*McKinsey & Company

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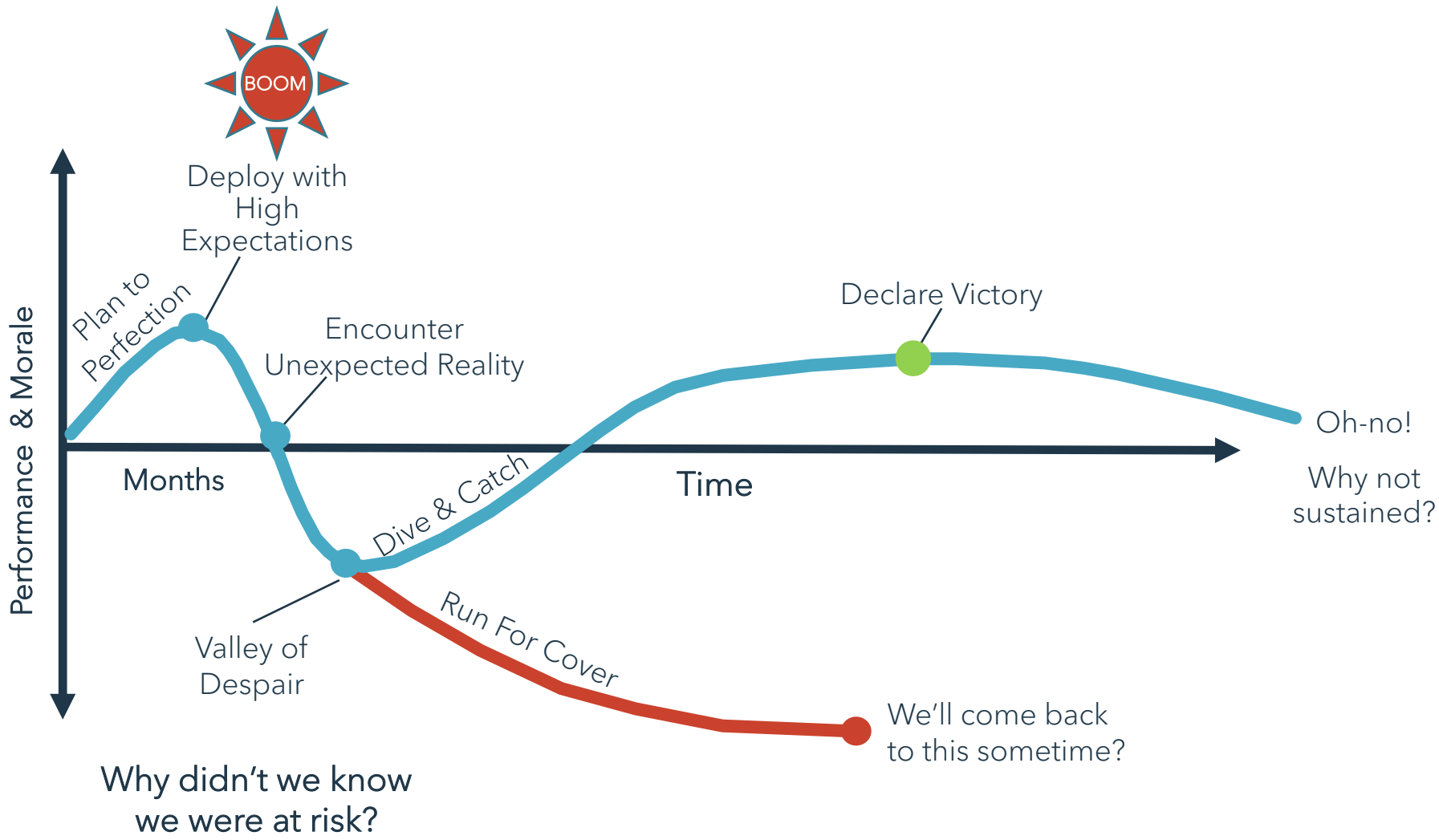
Typical Change Experience



Our current approach and experience leaves a lot to be desired…

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Change Challenges

Approach	Capability	Scale
What approach can I use that raises the probability of success?	What factors do we need to perform well on and how can I know?	How can I scale my change in a way that is effective and easy to manage?

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Approach To Change

What approach can we use to raise the probability of success?

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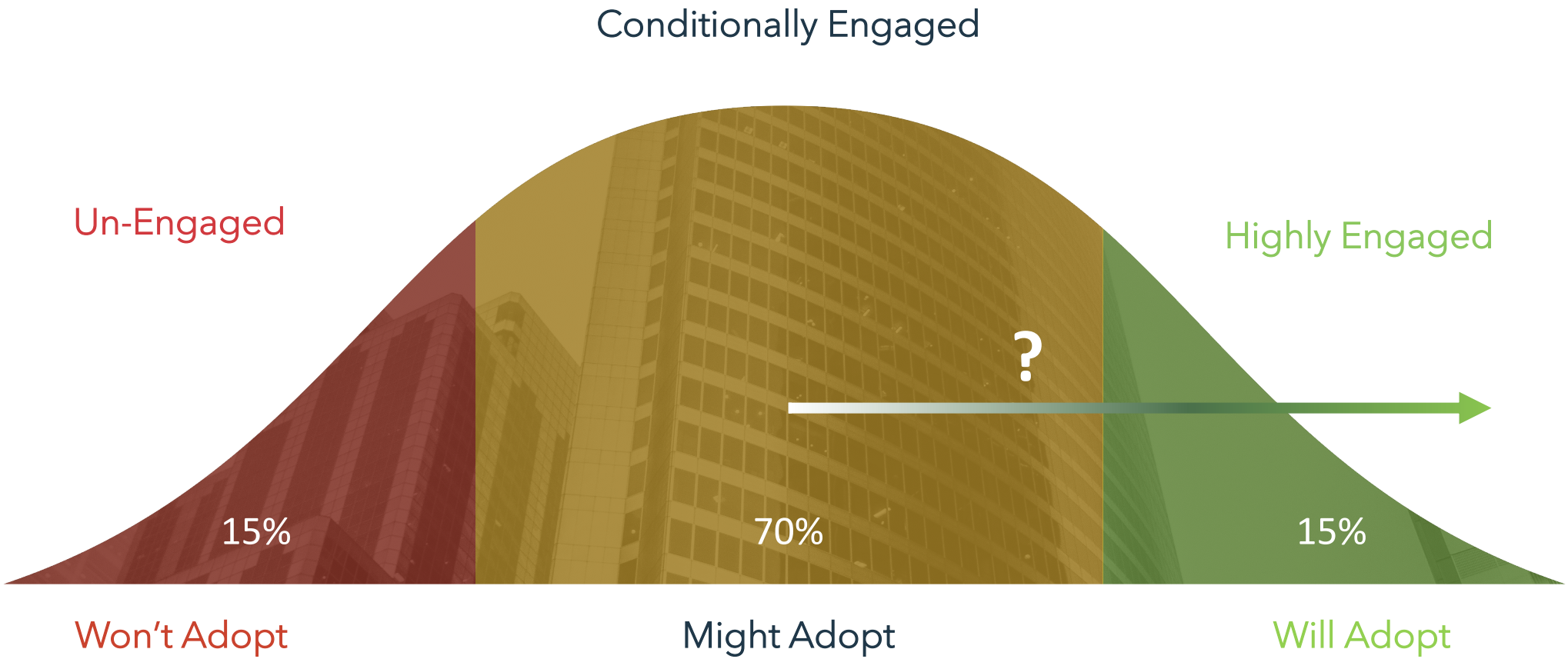
Typical Adoption Curve



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Employee-Centric Approach

Do Change
To People

Event	Journey (Learn | Do | Inspire)
Individual	Group/Team
Information	Action
Tell	Listen/Coach
Ad-hoc Accountability	Shared Accountability

Do Change
With People

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Learn | Do | Inspire Activities

Group or Team

Learn

- Creates understanding and shape mindsets through interactive discovery and discussion.
- Enable individuals and groups to explore the "what and why" of core concepts.

Do

- Drives action that demonstrates new mindsets and behaviors on-the-job.
- Creates the opportunity for personal reflection and feedback from others.
- Ensure that action also creates moments of learning and growth.

Inspire

- Enables appreciation, encouragement, and story sharing.
- Amplifies the group experience helping everyone overcome their own obstacles, stay on the journey, and achieve more.

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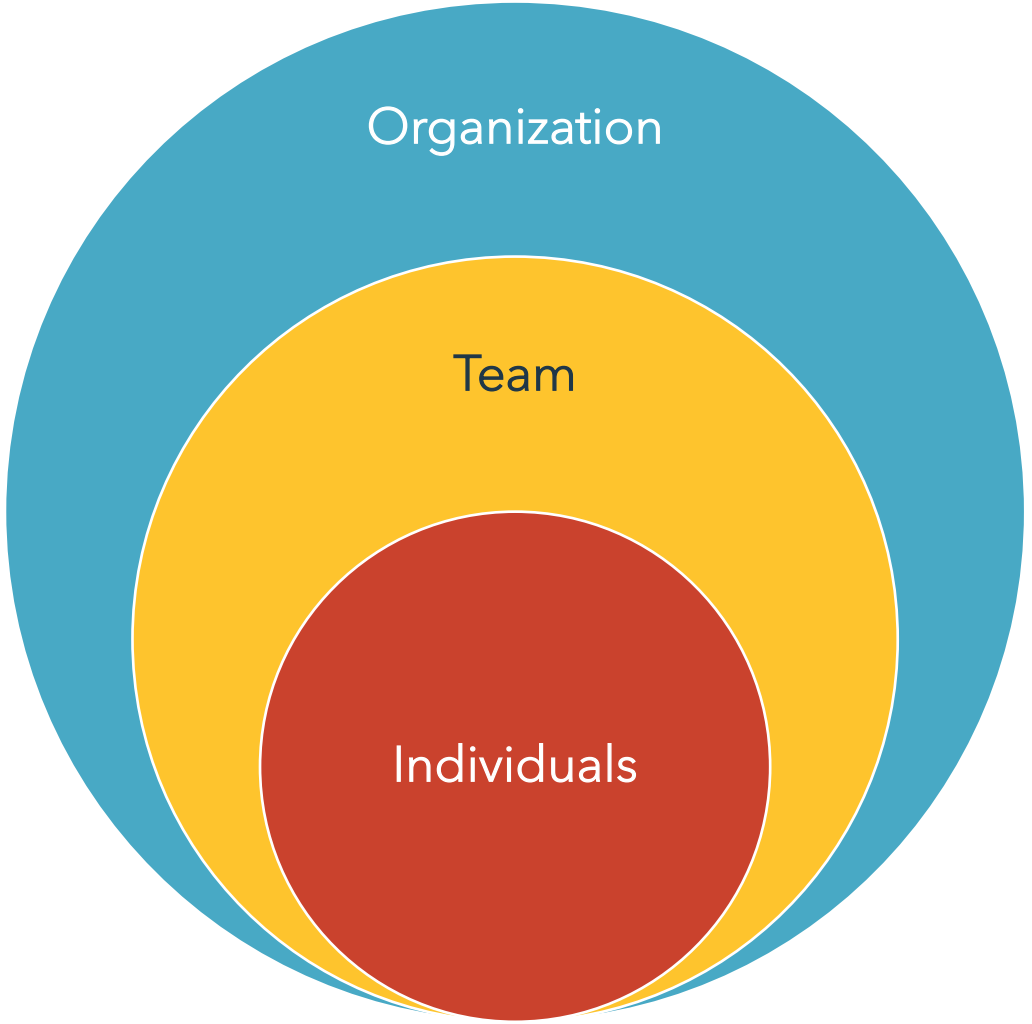
Managers and Their Teams

- Individual change is helped or hindered primarily in the context of the individual's immediate manager and team.
- The strength of manager and team relationships, trust, sharing, accountability, and support affects any individual's ability to adopt a change.
- Change amplifies existing team performance – good or bad!
- Equipping managers and improving "team culture" acts as an accelerant for individual and organization initiative adoption.



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Your Initiative Approach Check

	Strength	OK	Opportunity	Actions
Event to Journey				
Individual to Group/Team				
Information to Action				
Tell to Listen/Coach				
Ad-Hoc to Shared Accountability				

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Change Capability

What factors do we need to perform well on and how can we know?

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The 4 Change Capabilities

Change initiative success is driven by how well the organization performs on 4 Capabilities.

Create Directional Commitment

Employees are clear and committed to the goals and direction the initiative is taking their organization.

Demonstrate Visible Progress

Employees see evidence that the organization and their team is making progress towards the goals of the initiative.

Power Emotional Connection

Employees are engaged and feel a sense of emotional connection to the benefits of initiative.

Drive Organizational Alignment

Employees' manager, team, and organization are aligned in their support of the initiative.

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Change Performance Drivers

Create Directional Commitment

- What, Why, My Role
- Desired Goals
- Business Value
- Matters/Priority
- Thoughts & Beliefs

Demonstrate Visible Progress

- Information & Learning
- Productive Action
- Productive Conversations
- Busting Barriers

Power Emotional Connection

- Have a Say
- Benefit for Me and My Team
- Positive Contribution
- Value my Role
- Inspired to Overcome
- Stake in Success or Failure

Drive Organizational Alignment

- Manager and Team Challenge & Support
- Opportunity To Practice New Behaviors
- Teamwork and Shared Accountability
- Initiative Leadership Support
- Try New Things Without Fear
- Processes & Systems Support

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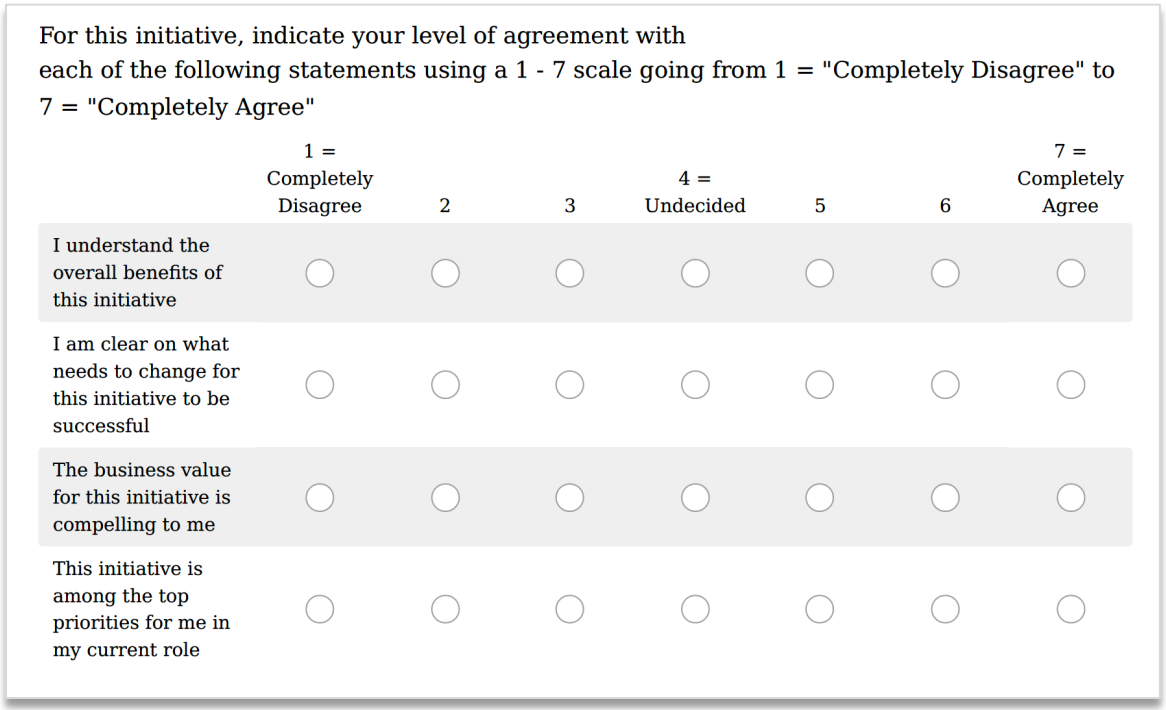
Change Performance Survey



For this initiative, indicate your level of agreement with each of the following statements using a 1 - 7 scale going from 1 = "Completely Disagree" to 7 = "Completely Agree"

	1 = Completely Disagree	2	3	4 = Undecided	5	6	7 = Completely Agree
I understand the overall benefits of this initiative	○	○	○	○	○	○	○
I am clear on what needs to change for this initiative to be successful	○	○	○	○	○	○	○
The business value for this initiative is compelling to me	○	○	○	○	○	○	○
This initiative is among the top priorities for me in my current role	○	○	○	○	○	○	○

- 44 items (10 minutes).
- Measures level of agreement on capability performance driver items and other context factors.
- Used with a sample of employees participating in an initiative.
- Report shows scoring across all individual items grouped by capability factor and cut by organizational dimensions.

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Measuring Change Performance

For this initiative, indicate your level of agreement with each of the following statements using a 1 - 7 scale going from 1 = "Completely Disagree" to 7 = "Completely Agree"

	1 = Completely Disagree	2	3	4 = Undecided	5	6	7 = Completely Agree
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I am clear on what needs to change for this initiative to be successful	○	○	○	○	○	○	○
The business value for this initiative is compelling to me	○	○	○	○	○	○	○
This initiative is among the top priorities for me in my current role	○	○	○	○	○	○	○

Create Directional Commitment

Demonstrate Visible Progress

Power Emotional Connection

Drive Organizational Alignment

1

Determines a predicted level of success (score) for the specific change initiative.

2

Provides insights and actions to increase the success of the change initiative by improving factor score performance.

3

Provides insights and actions to improve overall change performance and ability.

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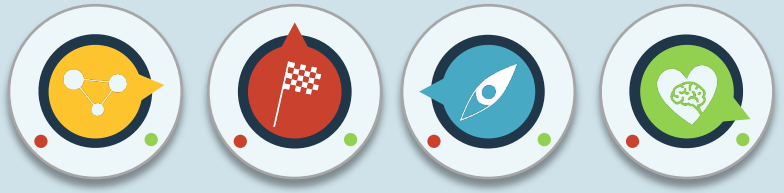
Phases and Capabilities

Initiate	Scale	Sustain
DC EC	VP DC EC	 OA VP DC EC
Activities related to the initial engagement of the organization regarding what the initiative is, why it's important, key goals, and overall plan.	Activities related to deploying journeys and media to drive understanding, application, and momentum.	Activities related to driving deeper engagement and adoption that embeds change in the organization (intact teams).

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MetroHealth is a large public healthcare system serving the diverse community of Cleveland, Ohio, and Cuyahoga County.

MetroHealth

At MetroHealth, the goal has always been to treat all patients and employees like family, with the dignity and respect that they deserve.

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Survey Results

MetroHealth
Devoted to Hope, Health, and Humanity

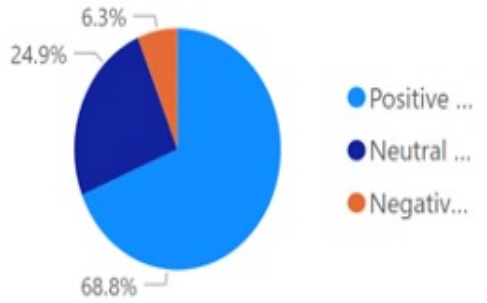
Total Responses

60

Overall Factor Score

81.3%

Factor Score Breakdown



Factor	Positive Responses	Neutral Responses	Negative Responses	Positive Score	Neutral Score	Negative Score	Overall Factor Score
Directional Commitment	380	87	13	79.2%	18.1%	2.7%	88.2%
Emotional Connection	364	110	6	75.8%	22.9%	1.3%	87.3%
Visible Progress	193	87	20	64.3%	29.0%	6.7%	78.8%
Organizational Alignment	302	164	74	55.9%	30.4%	13.7%	71.1%
Total	1239	448	113	68.8%	24.9%	6.3%	81.3%

- Scoring based on Top 2 Box minus Bottom 3 Box.
- Scale runs from 0% to 100%.
- 50% indicates a neutral response overall.

- Drill downs on all factors.
- Top and bottom performing factors.
- Cuts by organization dimensions and other desired criteria.

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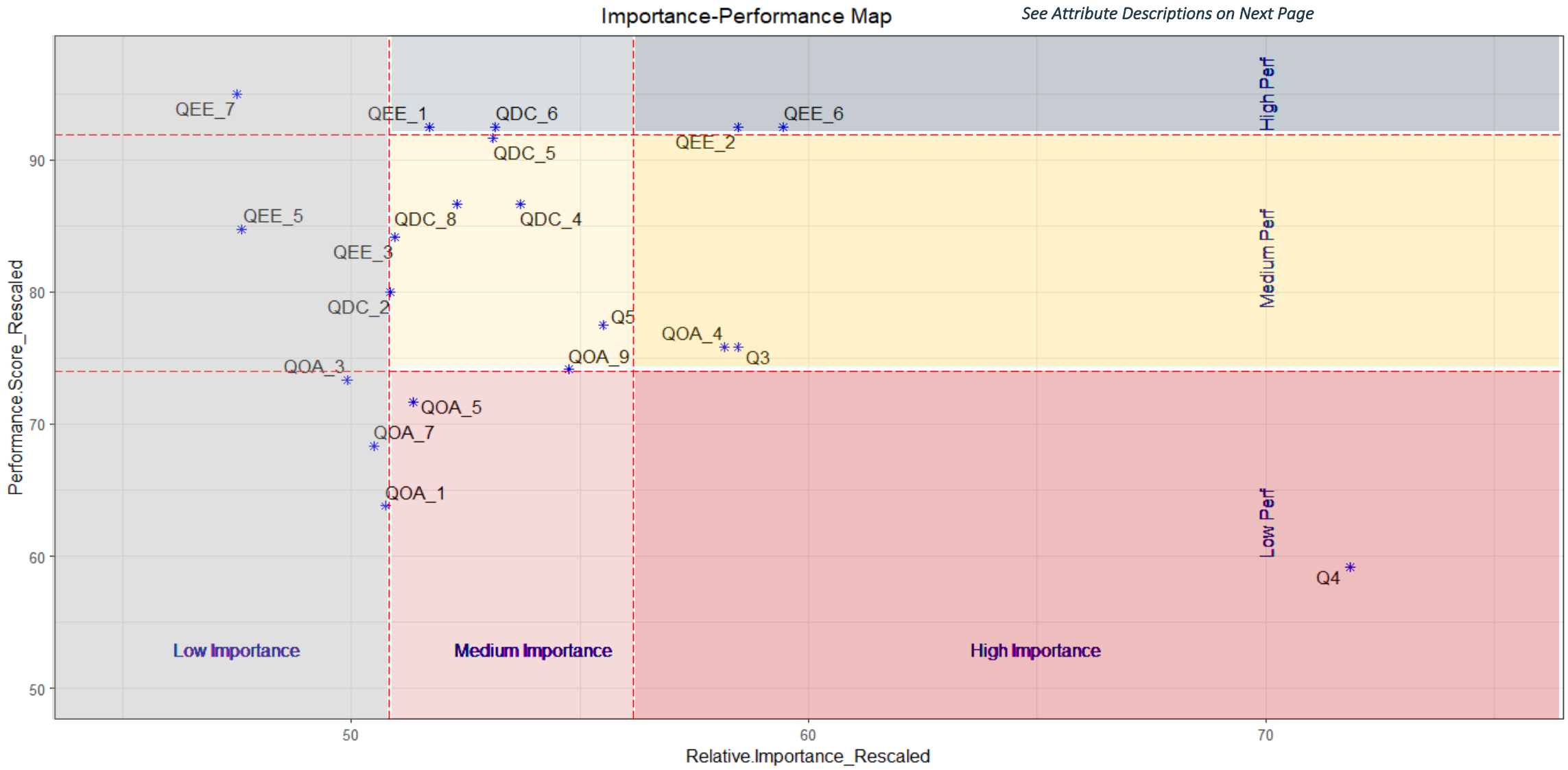
Importance v. Performance



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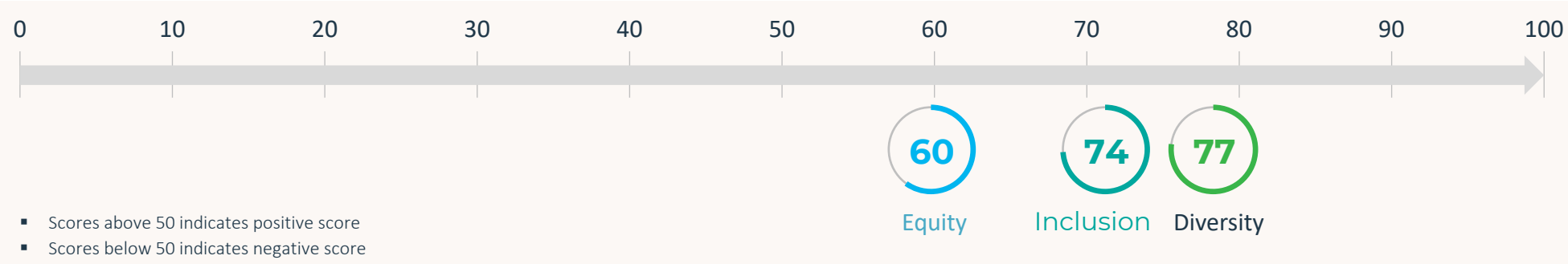
Top Line Performance

Current State



- Scores above 50 indicates positive score
- Scores below 50 indicates negative score

The top 5 attributes which are **most important** for ensuring successful implementation of the **EID** change initiative are as follows, and current performance on these are:

	Attribute	Current Performance
1	Clarity of communication from your immediate supervisor	
2	Perception that the changes that are being made for this initiative are beneficial to the participant's team	
3	**Clarity** of communication from the leadership team	
4	Participants feel inspired to overcome the challenges that they encounter in working toward this initiative's desired goals	
5	Participants receive the right amount of support from the individuals leading this initiative to be successful in its implementation	

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Your Initiative Performance Check

Create Directional Commitment

Demonstrate Visible Progress

Power Emotional Connection

Drive Organizational Alignment

Strength	OK	Opportunity	Actions

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Scaling Change

How can we scale our change in a way that is effective and easy to manage?

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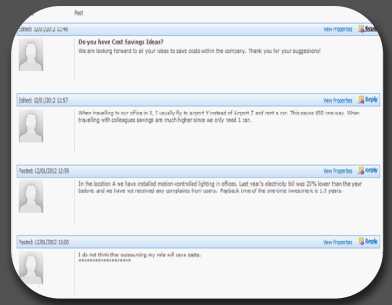
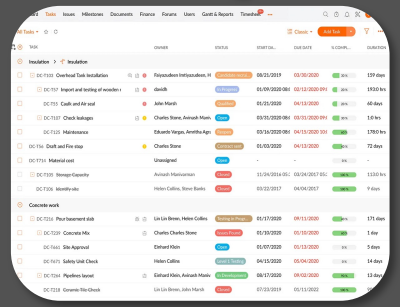
Scaling Employee-Centered Change Requires Special Tech

How do we deliver a unified experience?

Discussions



Task Management

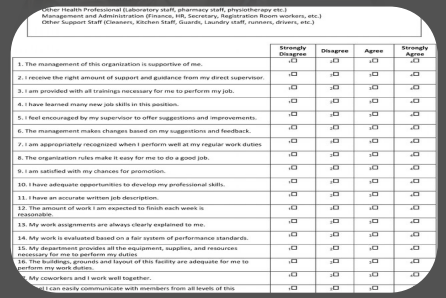


eLearning

Workshops & Meetings

Communication & Feedback

Surveys



Analytics & Reporting

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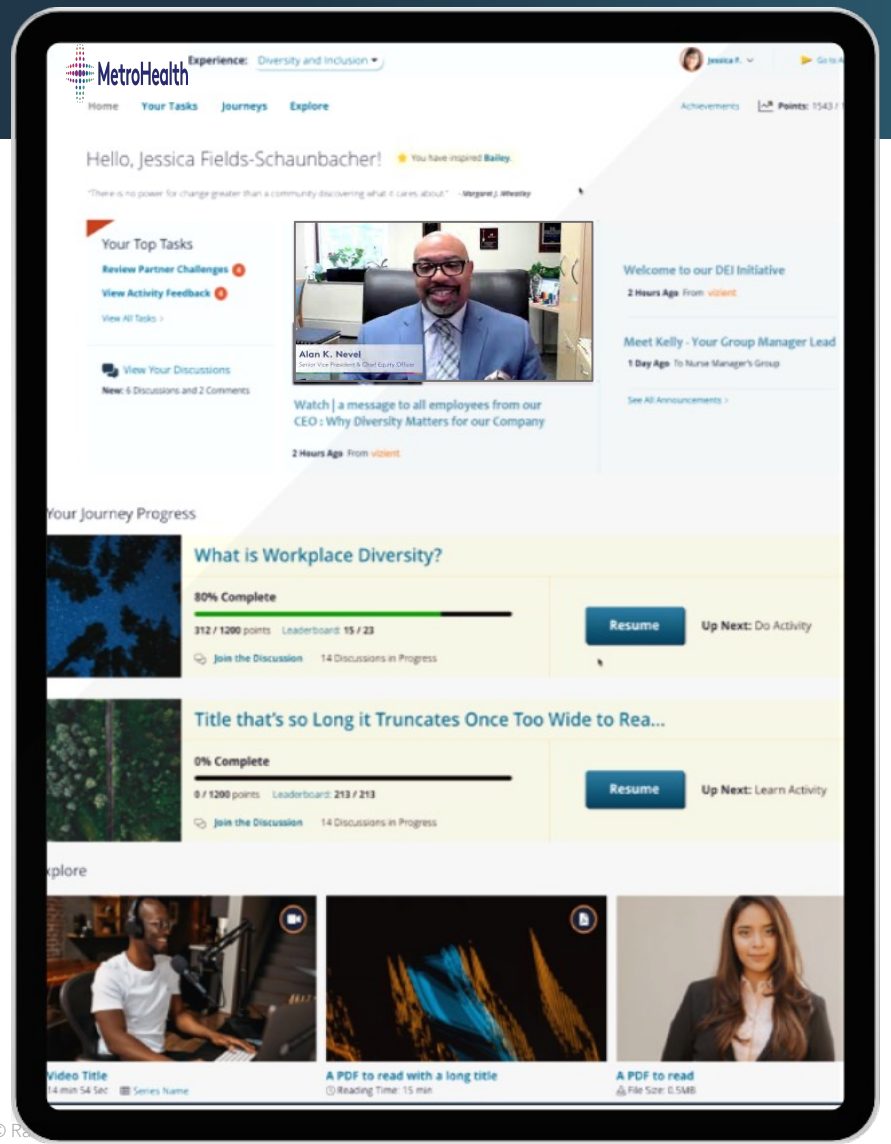
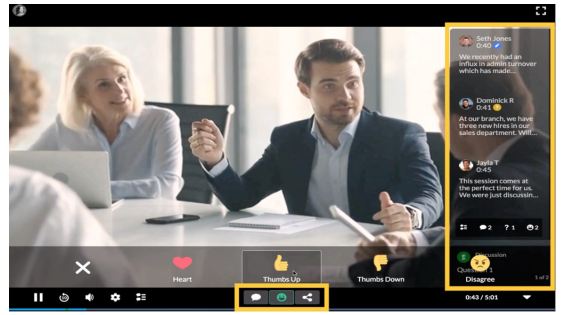
Rali Change Experience Platform

Empower scalable, measurable, and lasting change that drives performance improvement.

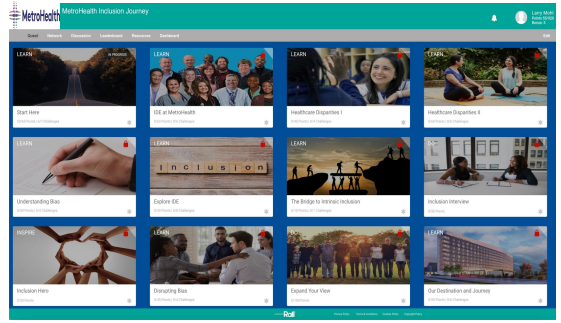


Interactive Communication and Task Management



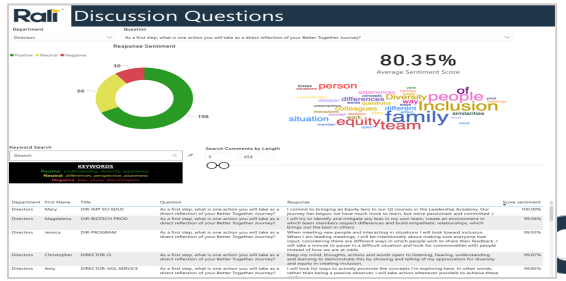
Group-based Change Journeys

- Learn | Do | Inspire Activity Flow
- Partner Pairing (coach, manager, SME)
- Discussions/Team interaction
- Game Mechanics
- Progress, Polls, and Discussion Data



Interactive media

Advanced Analytics Across Platform



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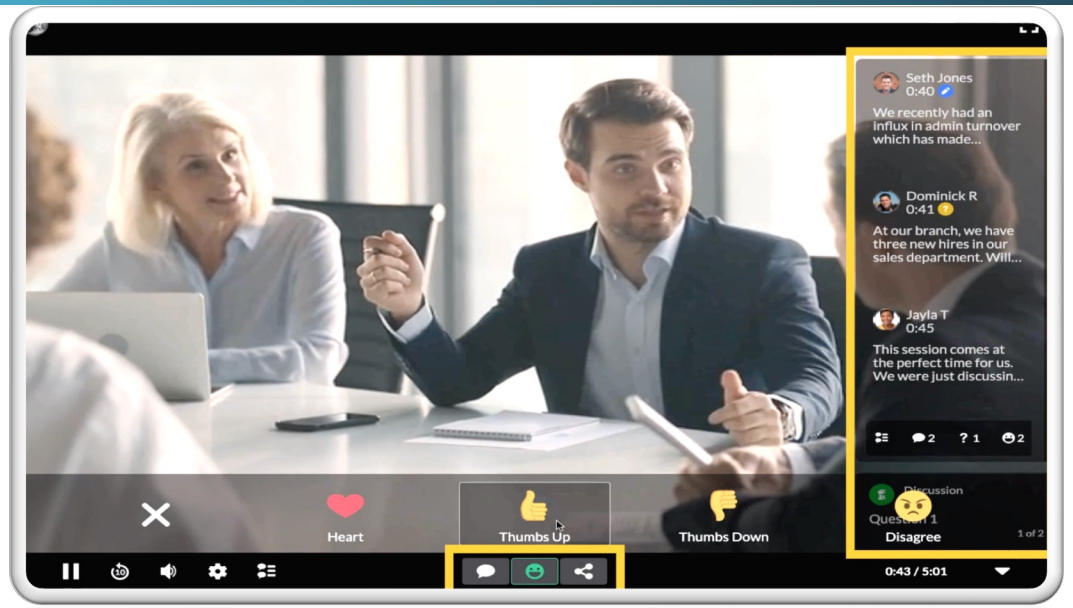
Interactive Communications and Media

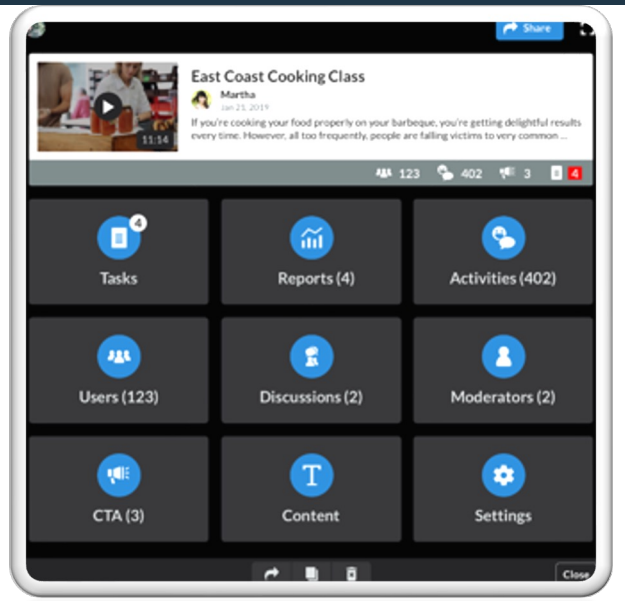


Interactive Video Player

- Team Commentary
- Upload Videos
- Call to Action
- Engage in Group Experience

AI Insights & Analytics

- Engagement Scoring
- Sentiment Scoring
- Influence Scoring
- Moderator Effectiveness



Administration

- End user authoring
- Create Conversation
- Review end user engagement
- Moderate Discussion

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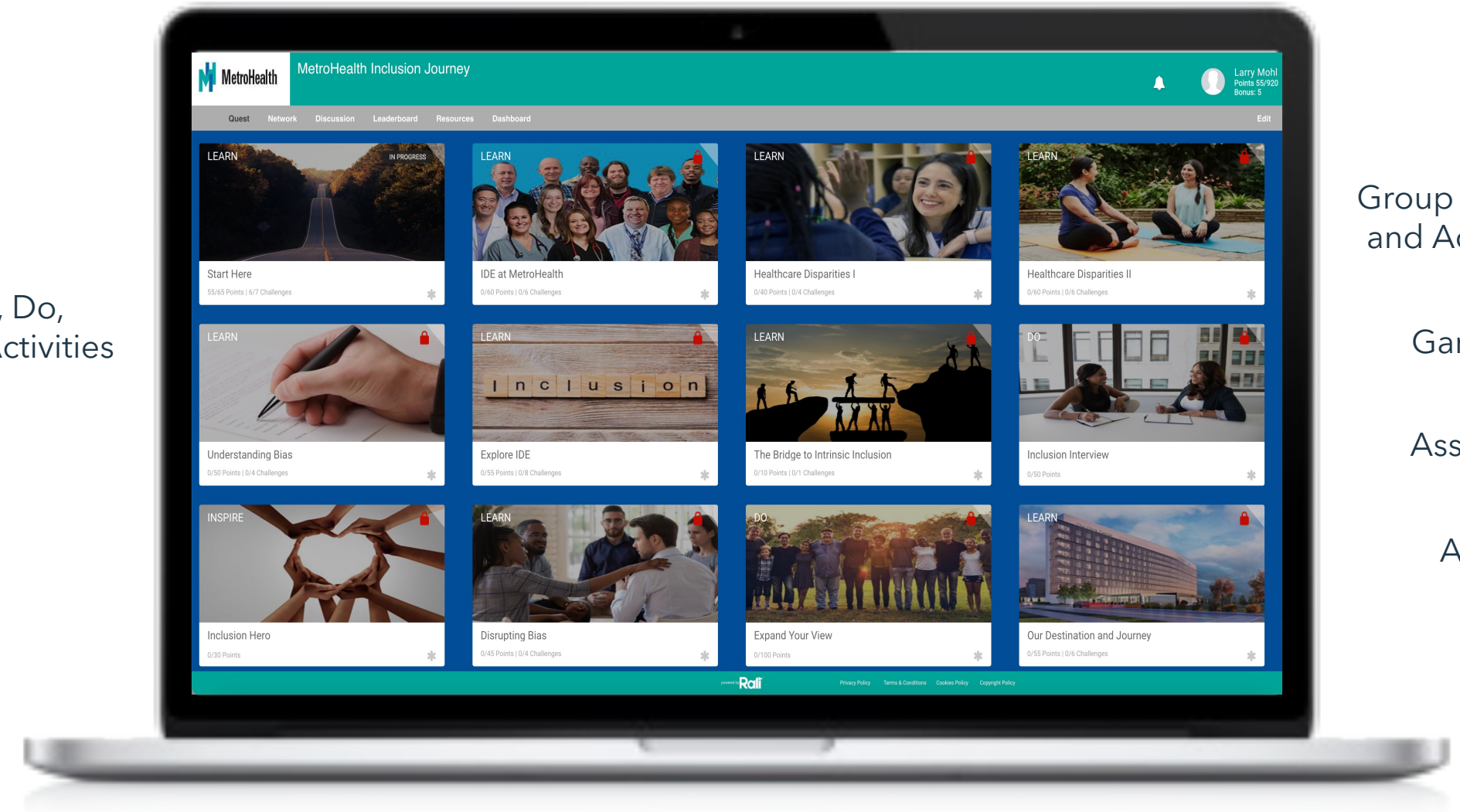
Group Change Journeys

Learn, Do,
Inspire Activities



Group Engagement
and Accountability

Gamification

Asset Library

Analytics

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Your Initiative Tech Check

Type	Have	Need	Integrated?
Digital Asynchronous			
Virtual Synchronous (Teams, Zoom)			
Group Discussion Forums			
Task Management			
Survey Capability			
Communication and Feedback			
Analytics and Reporting			

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The Role of L&D in Change

How can we elevate our impact?

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Becoming Central to Change

- Develop change journeys beyond courses.
- Develop leaders AND their teams.
- Build an employee-centered approach that includes people in the process of change.
- Create a “change map” for the company or business area you support.
- Start analysis with behaviors needed instead of content delivered.
- Become a “listening post” as change is being implemented.
- Create forums for facilitated dialogue.
- Provide a framework (4 capabilities or other) to guide and measure change performance.
- Use technology ”beyond the LMS” to scale and support change.

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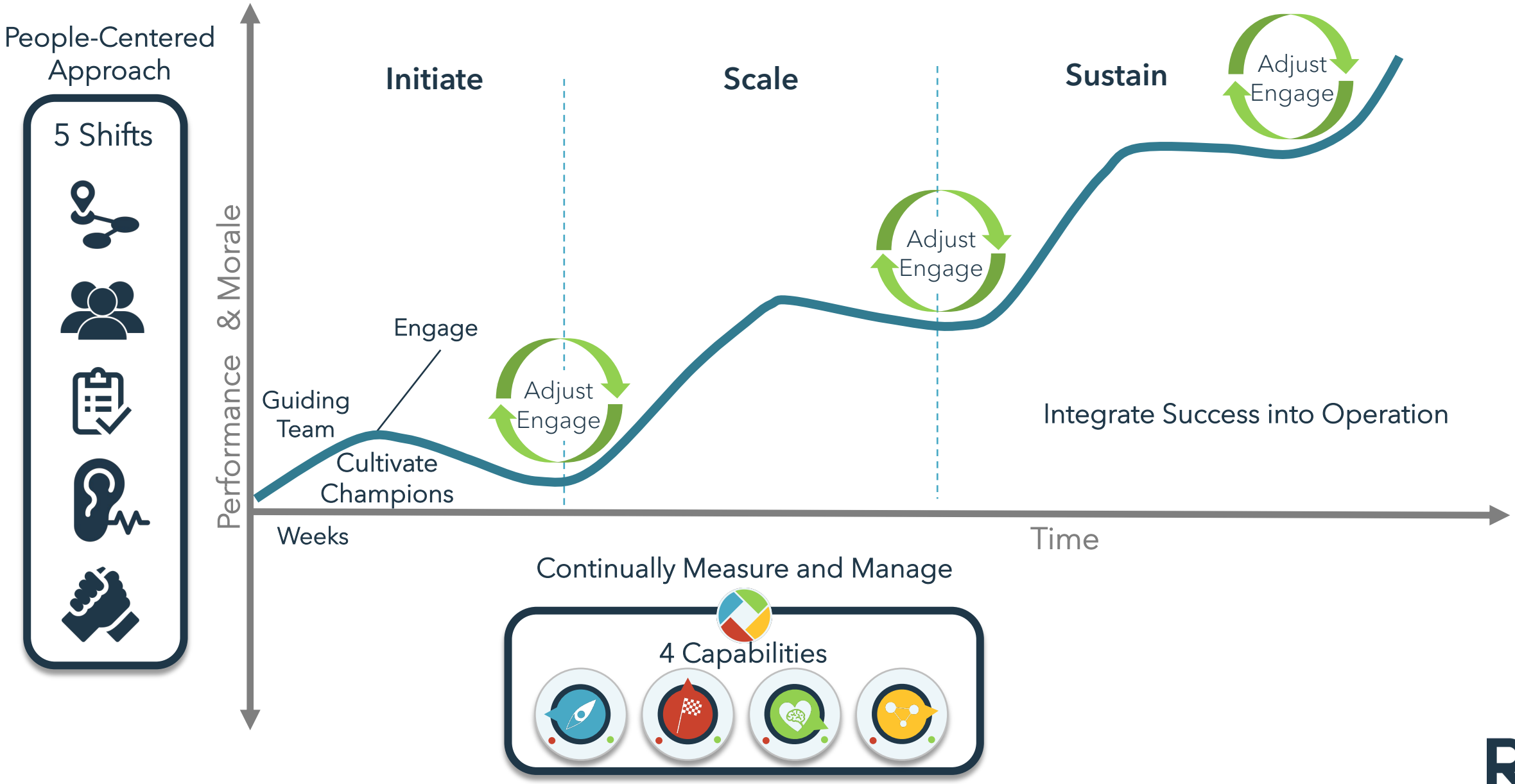
We Can Bend the Change Curve!



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