

# Build Change Intelligence® to Bridge the Gap between Strategy and Execution

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# Welcome!



**Barbara A.  
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**Christian  
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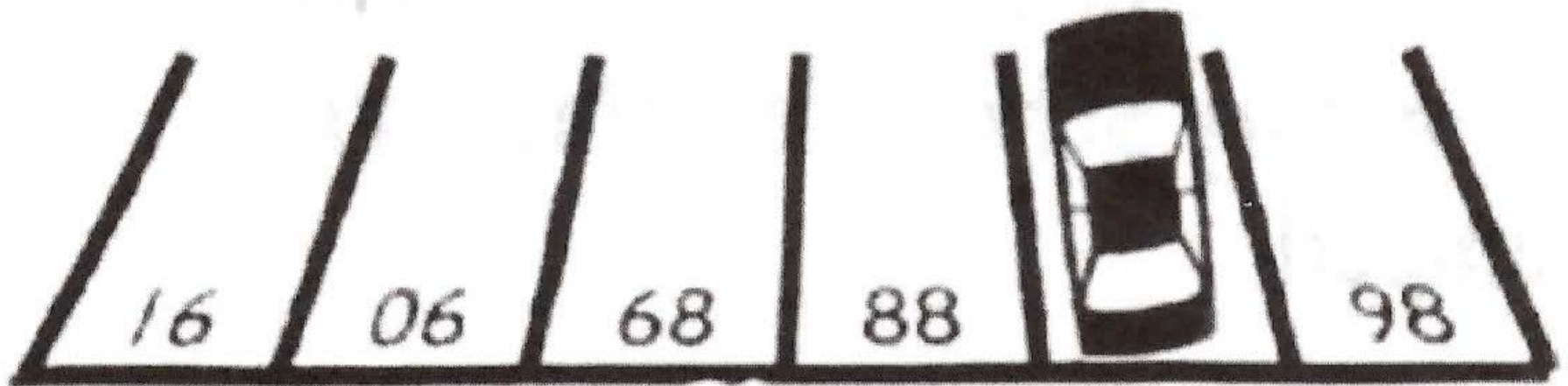
Principal and Founder  
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# Session Objectives

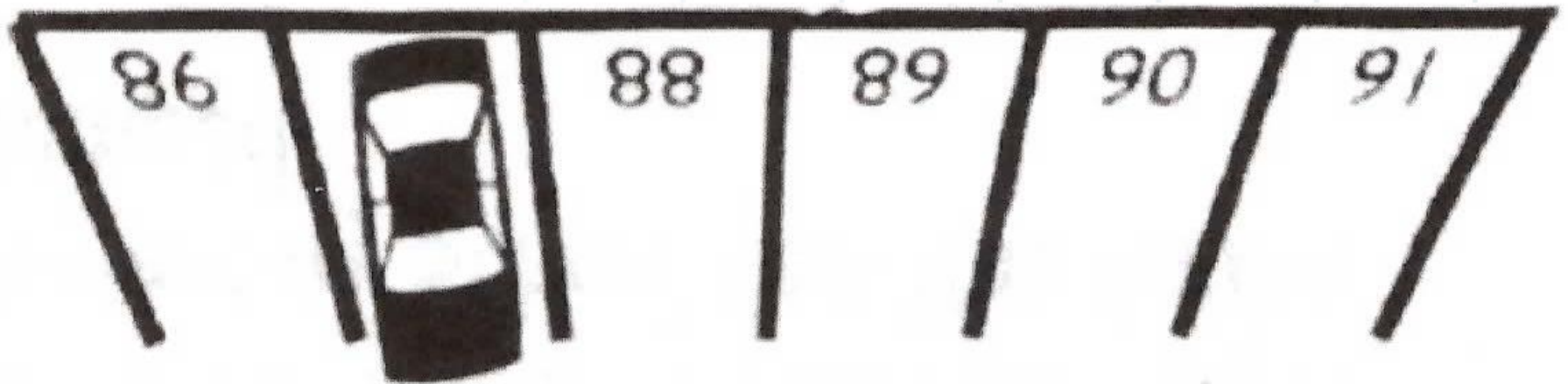
*Attendees will gain:*

- Appreciation of the business case for SIM, including the costs of ineffective SIM and the bottom line business benefits of more effective SIM
- Actionable tactics to bridge the gap between strategy and execution of projects, programs, and portfolios in their organizations
- Awareness of Change Intelligence (CQ) and how organizations can utilize CQ to build change leadership capacity in order to facilitate SIM
- A new approach to benefits realization and how focusing on benefits promotes alignment and engagement at the C-suite/executive, portfolio, program, and project levels
- New “tools for their tool bag” to increase the success rate of strategic change and maximize ROI

What parking spot # is the car parked in?



**To Overcome Resistance – And Lead Change,  
Building the Bridge  
between Strategy and Execution:  
CHANGE YOUR PERSPECTIVE!!!**



# Bridging the Gap...



# When Change Doesn't Stick – Scary Stats

**70% of changes fail!**

*Results: Lost Investment, Customer Dissatisfaction,  
Employee Cynicism, Eroded Trust*

*While most leaders today are highly experienced  
with change, they are far less experienced  
with change done right!*



# Possible Reasons for Failed Change





**#1**

**Lack of Top Management  
Sponsorship & Visibility**

# Where Are We Headed?



**#2**

**Unrealistic Expectations  
on the Organization's  
Capacity and Capability**

# The Fog at the Battle of Lützen (1632)





# Conflicting Priorities...



**#3**

**Lack of Measurability –  
Insufficient Focus on  
Benefits Realization**





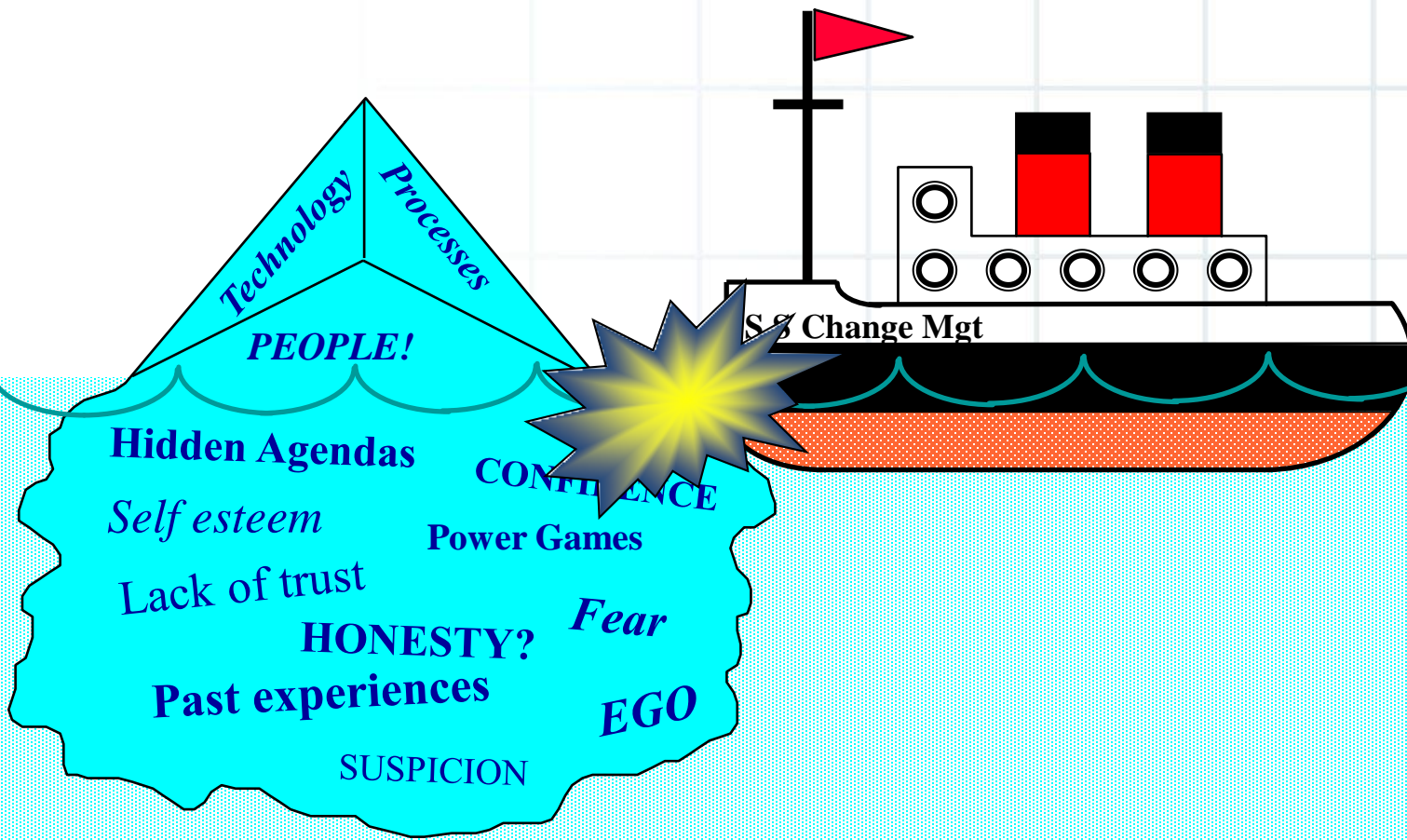
**#4**

**Managing the Human  
Side of Change...**

# No Sense of Direction

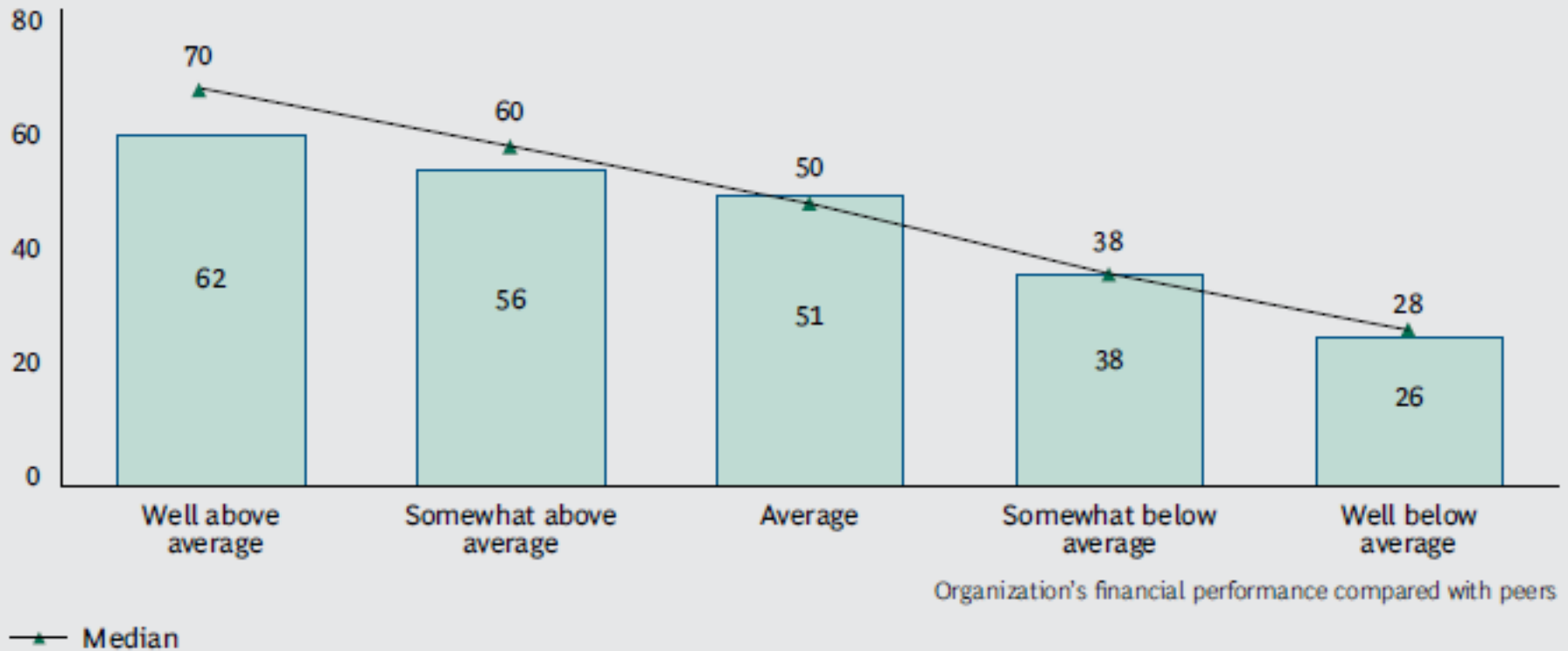


# The Iceberg...People Change



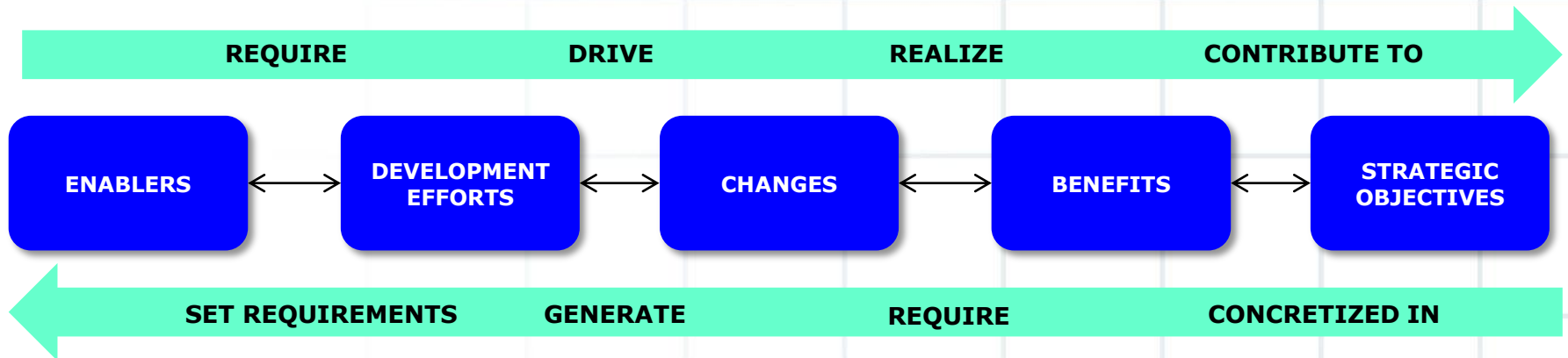
# Successful SIM's Bottom Line Benefit

Strategic initiatives successfully implemented (%)

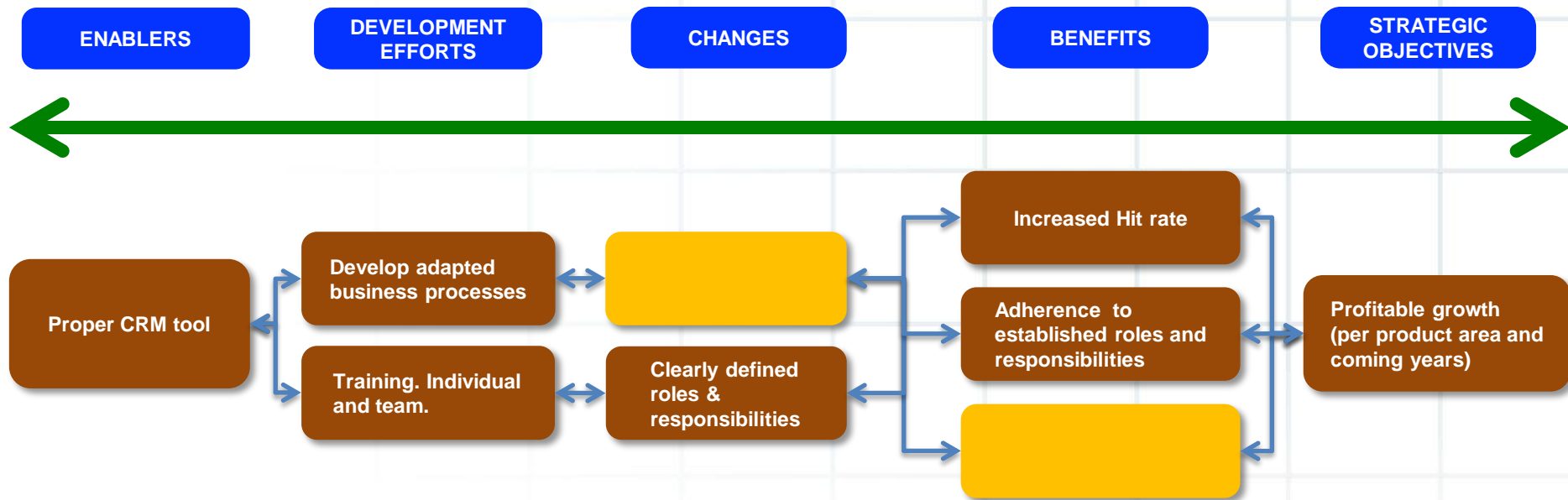


Sources: Economist Intelligence Unit's March 2013 global survey of 587 senior executives for the July 2013 report, *Why Good Strategies Fail: Lessons for the C-Suite*; BCG analysis of raw survey data provided by the EIU.

# Benefits Dependency Mapping, Principles



# Benefits Dependency Mapping, Exercise

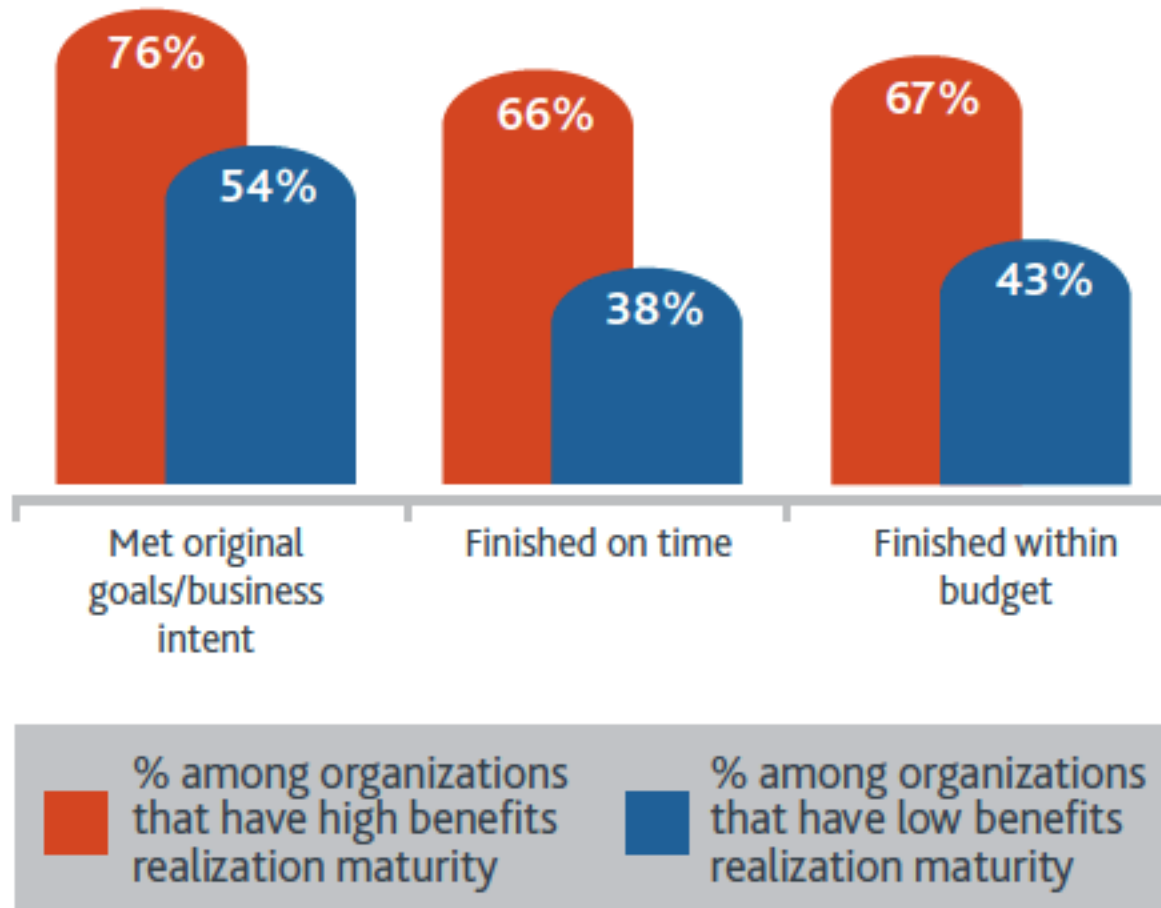


# **POLL: WHAT IS YOUR ORGANIZATIONS' LEVEL OF FOCUS ON BENEFITS REALIZATION**

- 1.** In my organization, we select, measure and follow-up on Benefits Realization at the Portfolio level
- 2.** In my organization, we initiate programs and select projects based on a Benefits Realization approach
- 3.** In my organization we select projects based on a Business case with clear ROI(s)
- 4.** In my organization, the term Benefits Realization is an unknown or has just recently surfaced



# The Value of Benefits Realization



Source: *Pulse of the Profession™: Capturing the Value of Project Management*, PMI, Feb 2015

## A Way Forward: Strategic Initiative Management

“In this environment,  
if companies are to remain competitive,  
they must simultaneously optimize  
how they run the business  
and  
how they change the business.”

# Successful Change



**Leadership/  
Sponsorship**

**Change  
Management**



**Project  
Management**



**Vision & Strat. Objectives**

# Change Intelligence® (CQ®): Filling a Gap

*How is the CQ System for Developing Change Intelligent Leaders and Organizations different?*

- ✓ Focuses on people – not “just” process
- ✓ Focuses on leaders – not “just” targets
- ✓ Focuses on change leadership – not “just” change/project management

*Change Intelligence equips leaders  
with strategies and tools  
that go beyond information to insight –  
that are immediately accessible, applicable,  
and actionable on the job!*

# What's CQ (Change Intelligence)?

*CQ (or Change Intelligence) is the awareness of one's own Change Leader Style, and the ability to adapt one's style to be optimally effective in leading change across a variety of people and situations*

# The CQ / Change Intelligence Model

*Your Heartset, Mindset,  
and Skillset as a Change Leader*

**HEART**  
“People-  
Oriented”



**HEAD**  
“Purpose-  
Oriented”



**HANDS**  
“Process-  
Oriented”



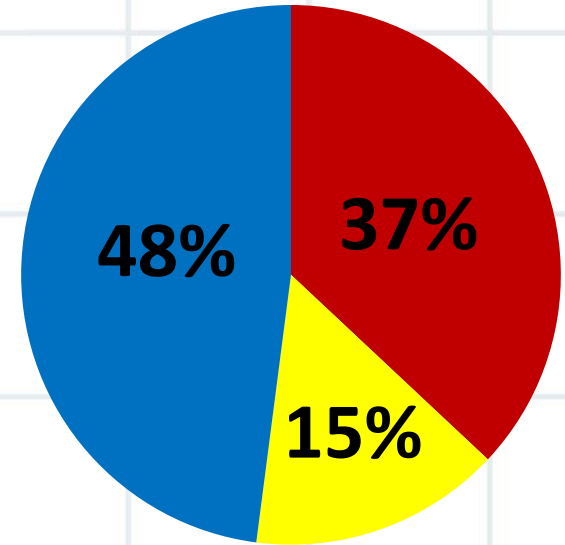
# Develop Your Change Intelligence

1. What are the strengths of your style as a Change Leader?
2. How does your style sometimes overdo your strengths making you less effective as a Change Leader? What are the blind spots of your style - what can you miss or neglect as a Change Leader?

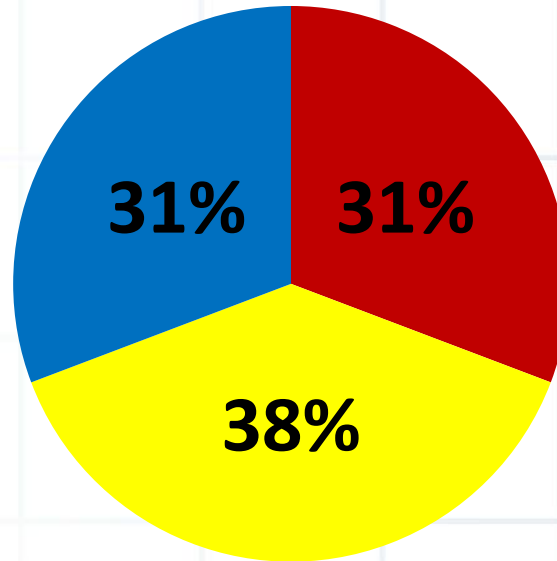


# Change Intelligence Research Results

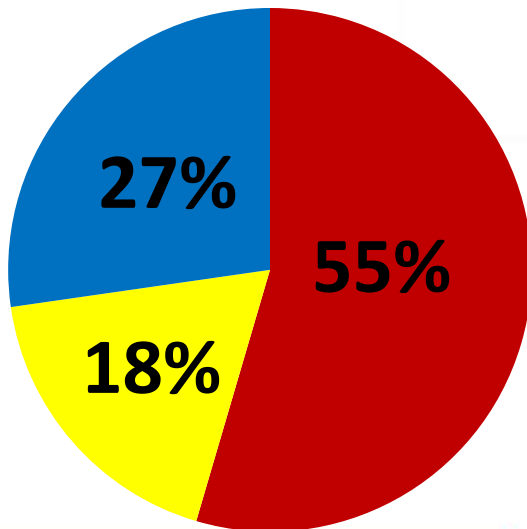
## Executives



## Managers



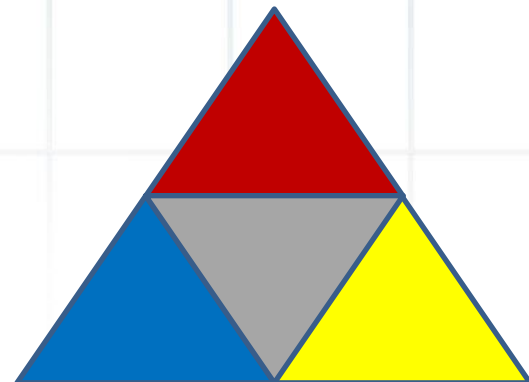
## Supervisors



High HEART

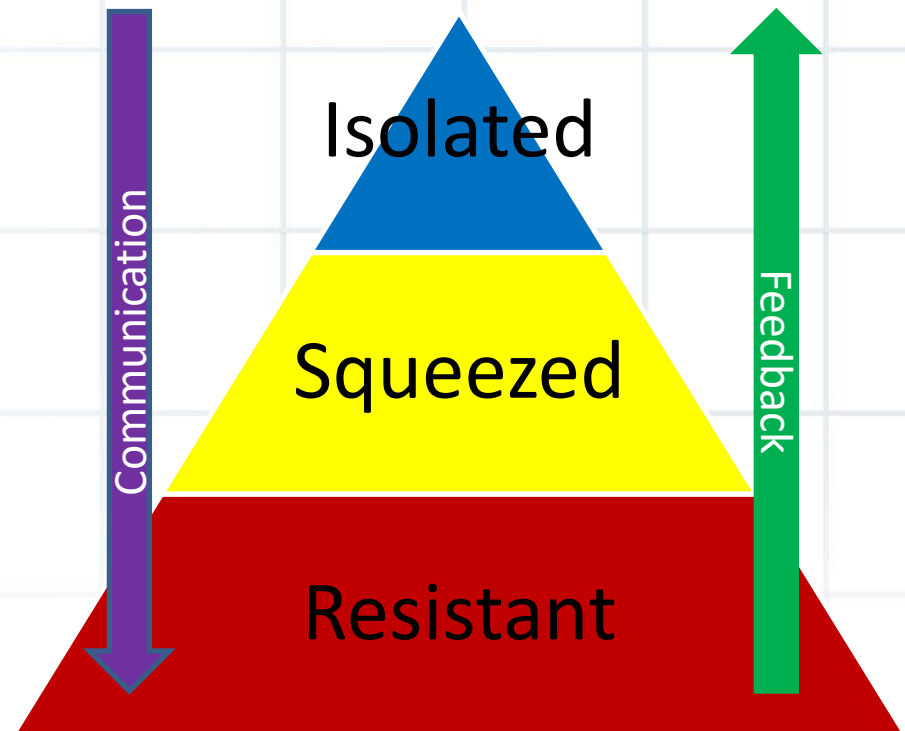
High HEAD

High HANDS



# Change Challenges at Different Levels

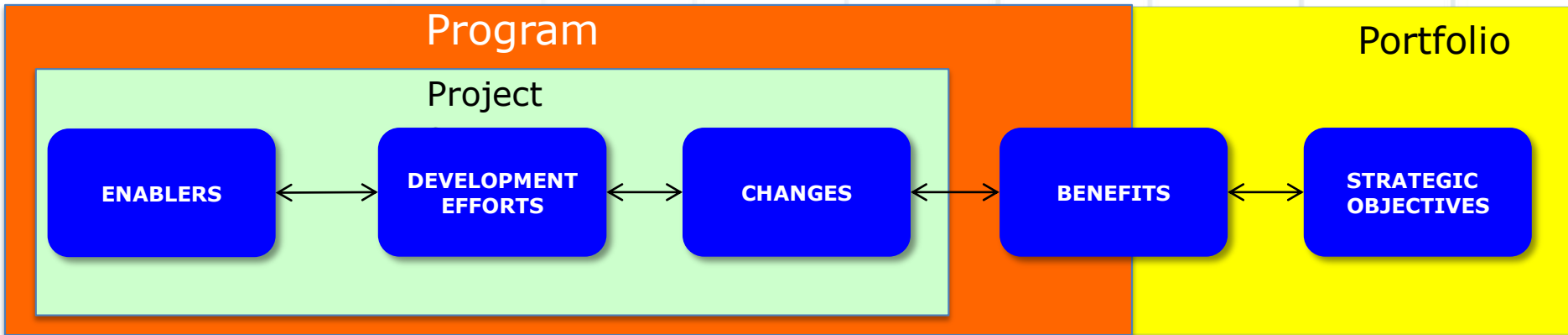
Change Intelligent Organizations understand these dynamics and use Heart, Head and Hands to facilitate alignment and cascade needs and expectations!



## **POLL: HOW EFFECTIVE IS YOUR ORGANIZATION IN IT'S JOURNEY TOWARDS STRATEGIC INITIATIVE MANAGEMENT (SIM)?**

- 1. We have implemented an EPMO (Enterprise Project Management Office)**
- 2. We have one or several PMOs in our organization**
- 3. We have integrated Change Management skills and resources into our (E)PMO(s)**
- 4. In our organization, we neither have a PMO nor an EPMO**

# Providing Strategic and Operational Direction for Change



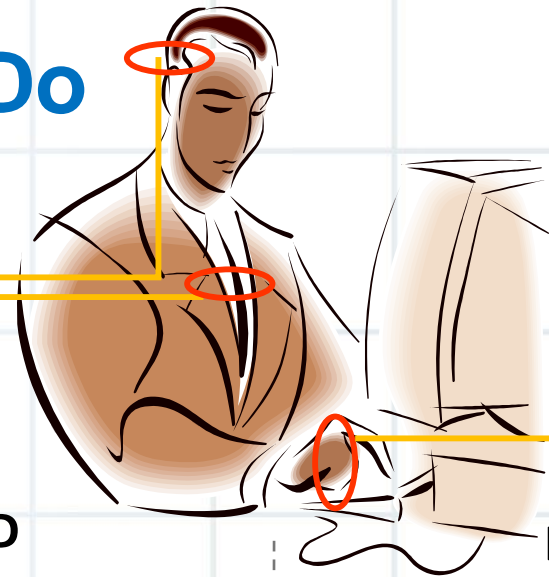
## Organizational Project Management (as per PMI)

	Projects	Programs	Portfolio
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	Success is measured by the degree to which the program satisfies the needs and benefits for which it was undertaken.	<b>Success is measured in terms of the aggregate investment performance and benefit realization of the portfolio.</b>

# Benefits Realization...the engine of any change



# CQ: What Leaders Can Do to Engage for Change



## HEART

### Start with the Heart



- What's in it for me?
- What's in it for us?
- Deal with my fears!
- Encourage my hopes!

## HEAD

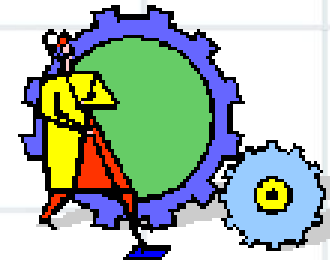
### Engage the Brain



- What is the change?
- Why are we doing it?
- How will it help my team's objectives?
- The company's goals?

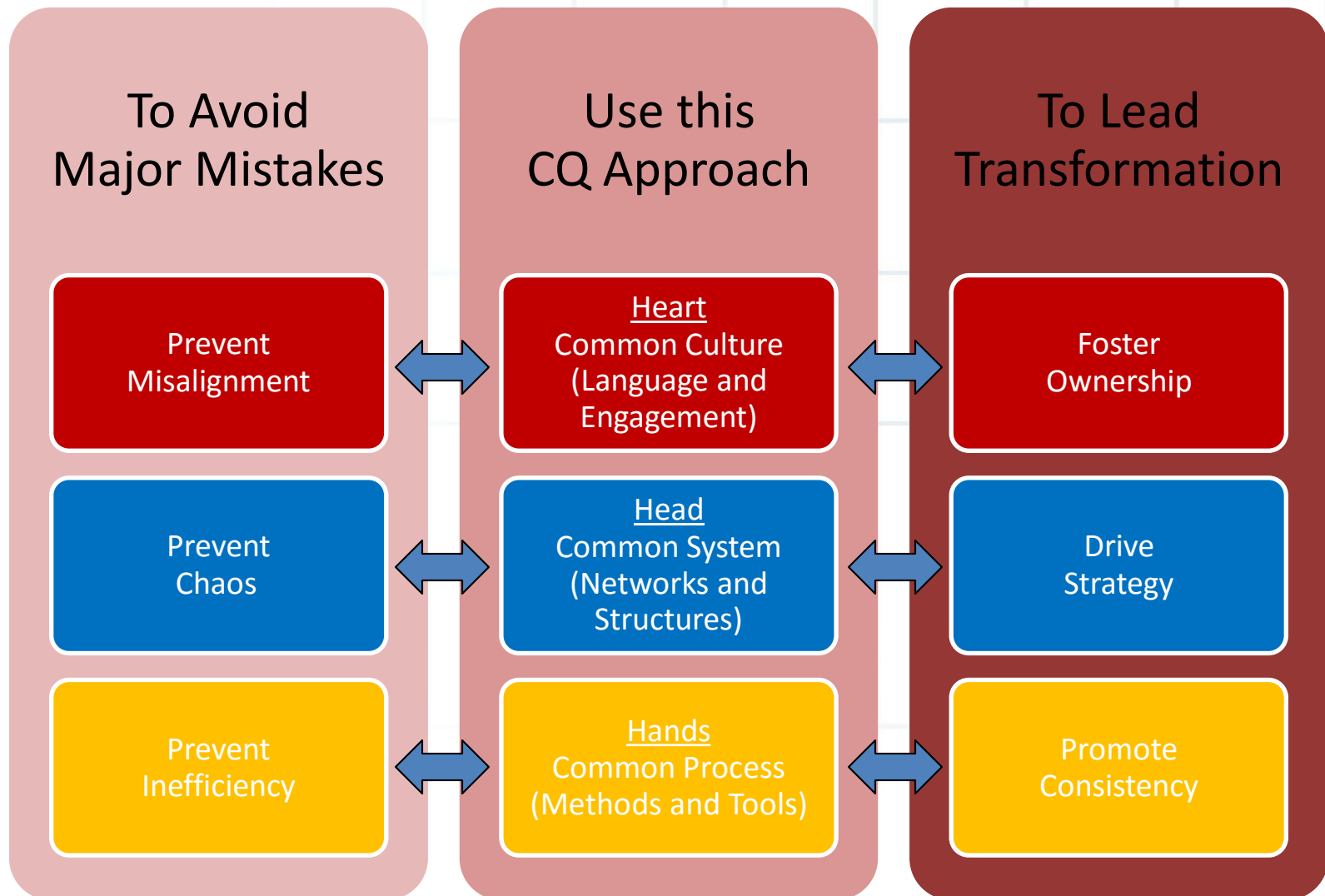
## HANDS

### Motivate the Movement



- Give me the tools!
- Give me the training!
- Give me the coaching!
- Get rid of the barriers!

# CQ for Organizations





# FREE WEBINAR!

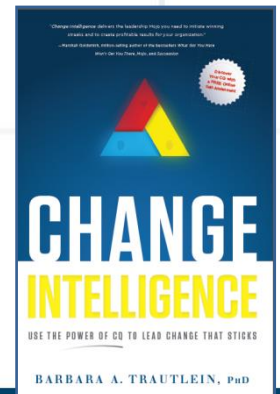
## Plus MORE Learning Opportunities for You!

Visit [www.prosensit.com](http://www.prosensit.com) for:

- **Change Management Initiation & Execution**
  - *Vision & Strategic objectives (BDM)*
  - *CQ Assessments*
  - *Preparing for the change (CM strategy)*
  - *Alignment of Change Management and Project Management*
  - *Change Leadership*
- **Our roles (worldwide)**
  - *Advisory Services (Sounding board, Project Health Measurements, Change Management)*
  - *Workshop moderation*
  - *Turnarounds, diagnosis and recovery*
  - *Change Program Management*

Visit [www.changecatalysts.com](http://www.changecatalysts.com) for:

- **Change Intelligence/CQ Resources**
  - *CQ Certification Program – earn PDUs!*
  - *Downloadable case studies and developmental tools*
  - *Video and audio to build CQ*
  - *Inquiries about consulting, coaching, training, & facilitation*
  - *Change Intelligence book (at the Congress Bookstore!)*



# Thank you!

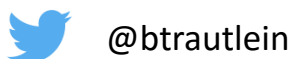
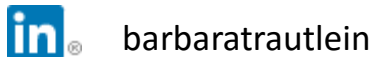


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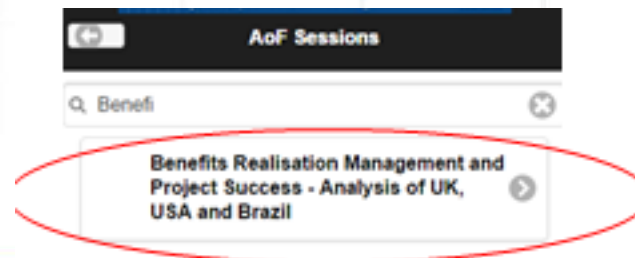


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