


Change How You Change

The Productivity of Change





Goal:
Productive
Capability

What businesses really want from change, large or small, is **productivity – the balance of effort and positive impact.**

The effort is in their operations.

The operations are built on abilities.

The abilities rely on enabling capability.

Challenges to capability can occur at all levels and scales.

The outlook...

2/3 of change management efforts are **reported** to have **failed**.

That high rate represents *not knowing how to avoid failure*.

Enabling success in change means being enabled *before* the change.

The business logic of enablement:

With "success", what really changes: **Capability**

How successful change really matters: **Productivity**

How the above creates business value: **ROI**

Our model

A robust organization
wants to have the capability
to produce on demand,
with a positive return on the investment in its effort,
regardless of size or scale.

ROBUSTNESS



CAPABILITY

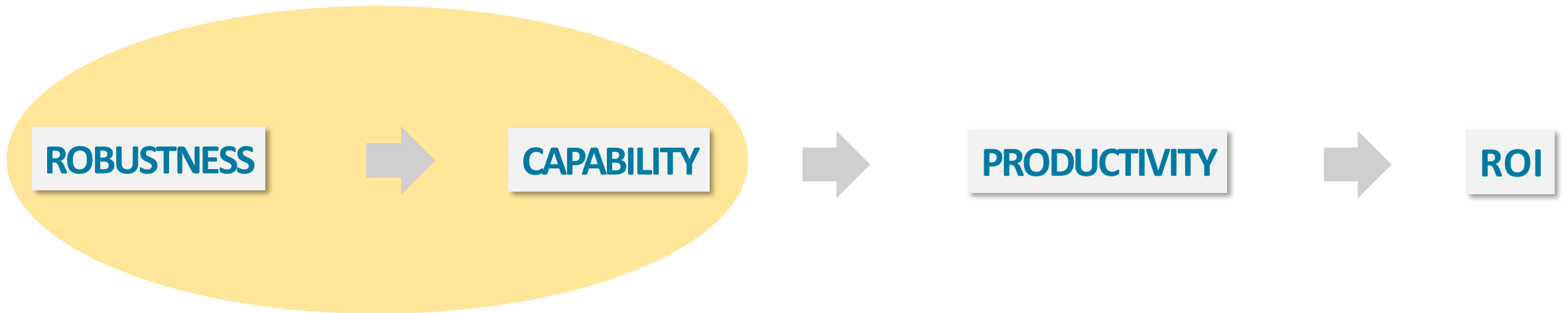


PRODUCTIVITY

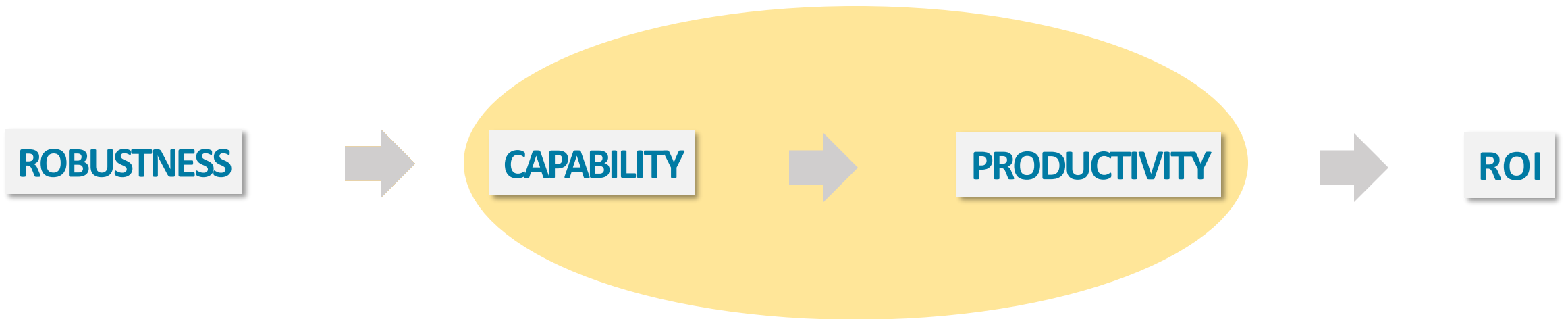


ROI

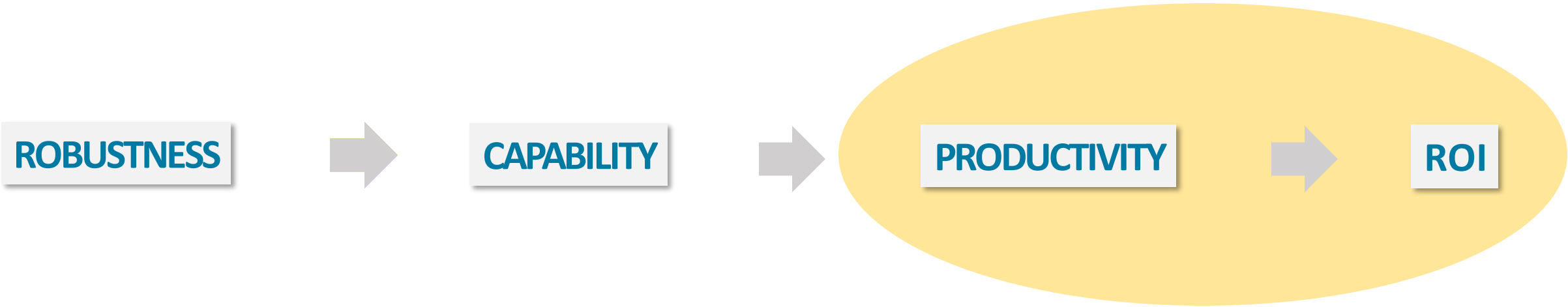
Health and Strength together define "robustness". And robustness is both a cause and an effect of size. **But being Robust is *not* the same as having Capability.**
And size without Capability doesn't make sense.



The **capability to produce**, on demand, means enablement for getting things done with relevant impact. Inadequate relevance, just like inadequate impact, is a leading measure of "failure".



The balance of **commitments to effectiveness** versus **cost of opportunity** is the ultimate **return on investment** in change and transformation.



The **continuing high rates of change failures** reflect an ongoing effort to solve the wrong problems. Positioning change correctly requires addressing the key factors in the logic of enablement. The goal is to align the means, motives, and opportunity of change.



The Goal

Capability is the *potential* to generate the ability from current conditions. Ability is the *actual* demonstrated influence and impact.

Managing change is fundamentally about **creating intentional capability**.

The **value** of the capability is in enabling ability that is productive.

Productivity, not size and not performance, is the *business* goal of change.



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