

# CALLING YOUR SHOTS


## CREATING SAFETY, ACCOUNTABILITY AND ORCHESTRATING CHANGE AT SCALE

**BRIAN SONDERGAARD**








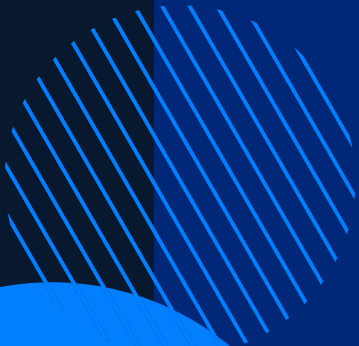
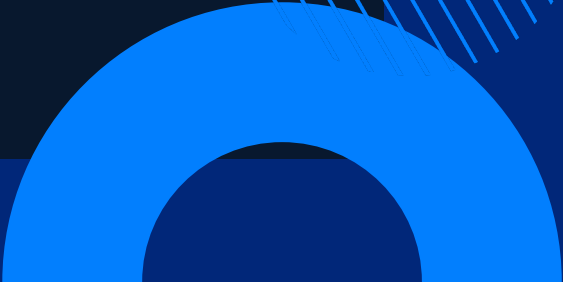
*Call Your Shots and  
Demonstrate Control*





**Viable Business  
Strategy Begins  
With the Ability To  
Change and Adapt...  
Now and For Always**

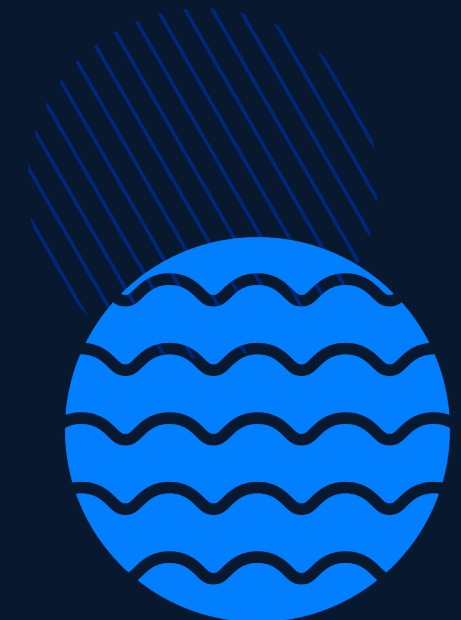


-  Why Do We Need a New Approach to Change?
  -  What Must Become True?
  -  How Might We Pull That Off?
  -  Where Do We Go From Here?
- 
- 



# WHY DO WE NEED A NEW APPROACH TO CHANGE?

*The Ability to Change Must Become a Fundamental Capability*





**Are Your Transformation Efforts  
Producing the Benefits You Want?**



**Are Your Transformation Efforts  
Producing the Benefits You Want?**

**Generally... *NO!***



“

**All organizations are perfectly  
designed to get the results they  
are **currently** getting**

”



**If we want different results, we  
must change the way we do things**



If we want verifiable outcomes and measurable business impact, we must change the way we approach **TRANSFORMATION.**



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## **ALIGN...**

the compasses to a North Star at all Levels of the Organization



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## **ACCELERATE...**

the pace, reliability, and impact of transformation efforts across the enterprise



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## **PROVE...**

the value and measure progress at every step of the journey



## AND THAT'S EASY. RIGHT?

**Employees** are ready, willing, and able to **embrace change**, and "that'll never work here" is never an issue.

**RIGHT?**

Current and prior transformation efforts have all delivered **meaningful business impact**.

**RIGHT?**

That same **leadership agrees** on the path to get there, and they're **pushing in the same direction**.

**RIGHT?**

Existing aspects of the **ecosystem** (e.g., product and organizational dependencies, annual planning, financial practices, and HR policies) **never get in the way**.

**RIGHT?**

There is plenty of evidence to prove the **right transformation efforts are being prioritized** and it's **easy to demonstrate progress** and impact each step of the way.

**RIGHT?**

The necessary **talent and skills** is **available** across the organization as required to be competitive.

**RIGHT?**

All of leadership has the **same view about what the future organization** will look like and how it should work.

**RIGHT?**

If we want verifiable outcomes and measurable business impact, we must change the way we approach ~~TRANSFORMATION~~

**CONTINUOUS  
ADAPTATION**



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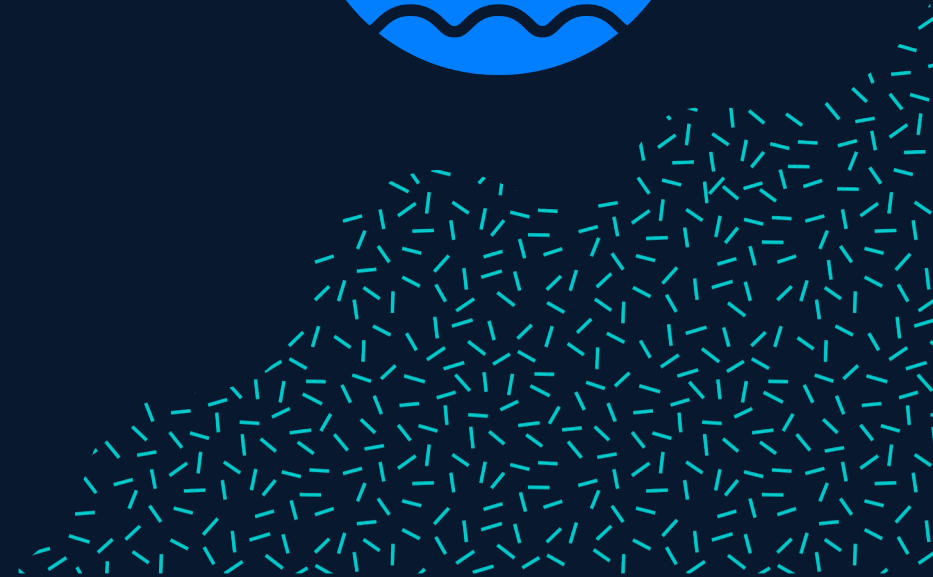
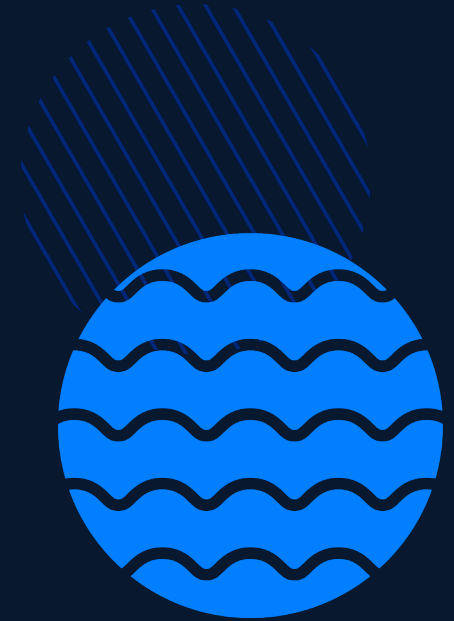
**WE MUST  
ESTABLISH THE  
ABILITY TO CHANGE  
AND ADAPT...**

**...NOW AND  
FOR ALWAYS**

As your markets and customers evolve, and as your capabilities evolve, you must continually reshape and realign



**WHAT MUST  
BECOME TRUE?**



TODAY

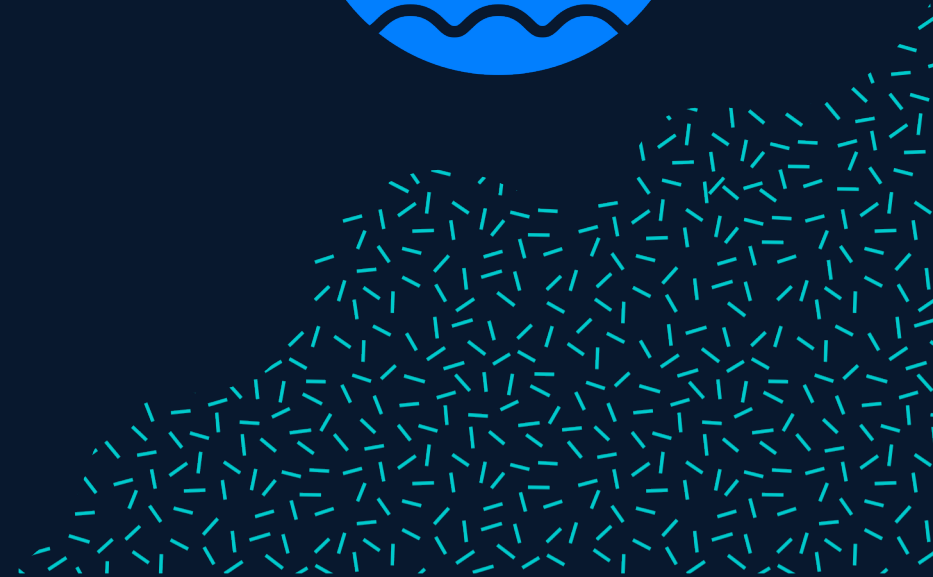
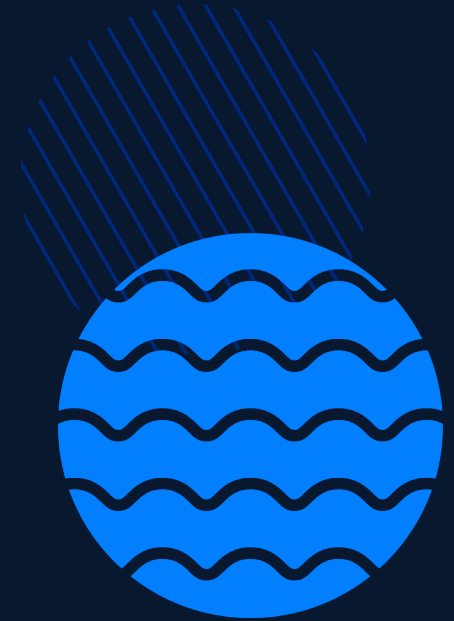


TOMORROW

	<b>ALIGN</b>	<b>ACCELERATE</b>	<b>PROVE</b>
TODAY	<ul style="list-style-type: none"><li>• Different leaders / departments / consultants have different views of where we are going and how we should get there</li><li>• The organization is pulling in different direction and there is change fatigue</li></ul>	<ul style="list-style-type: none"><li>• Change is slow and costs too much</li><li>• Changes are improperly designed and don't fit together - destined to fail</li><li>• Too much "make it up as we go" and duplication of effort</li></ul>	<ul style="list-style-type: none"><li>• Change efforts don't produce the desired results</li><li>• Lack of agreement on how to measure results and progress</li><li>• Measurements incent the wrong behavior and drive local optimization</li></ul>
TOMORROW	<ul style="list-style-type: none"><li>• Shared vision for the future, including agreement on the <b>WAYS OF WORKING</b> and the <b>WAYS OF CHANGING</b></li><li>• Clarity of priorities and rationale for change</li><li>• Engagement and support for the <b>VISION AND APPROACH</b></li></ul>	<ul style="list-style-type: none"><li>• Roadmap for change based on clear priorities and <b>PRECISION DESIGN</b></li><li>• Necessary "infrastructure" is in place to support <b>FAST AND DECISIVE EXECUTION</b> of meaningful change</li><li>• Targeted and transparent investment</li></ul>	<ul style="list-style-type: none"><li>• Measurable <b>BUSINESS IMPACT</b>...at every step</li><li>• Evidence of required results...short-term and long-term</li><li>• Ability to use <b>EVIDENCE OF IMPACT</b> to tune priorities and adapt for success</li></ul>



# HOW MIGHT WE PULL THAT OFF?



**BUSINESS???**

# **AGILE TRANSFORMATION OFFICE**

Business capabilities supporting organizational change and **Better Business Outcomes**

Executive-Led,  
Strategically-Aligned,  
Deeply-Integrated





# VISION & STRATEGY

*Create Alignment and Establish Executive Accountability for the **SYSTEM***

End state vision and  
operating model design

Transformation Strategy

Priorities for change and  
clarity of roadmap

- Must start with executive alignment from strategic value through to the design of the operating model
- The complete ecosystem, including the topics discussed earlier today, such as the **WHEEL** (Dennis) and **SUMMITS** (Chris).

**Connect the  
Yoke to the  
Rudders**







# ENABLEMENT, ANALYTICS, AND INSIGHTS

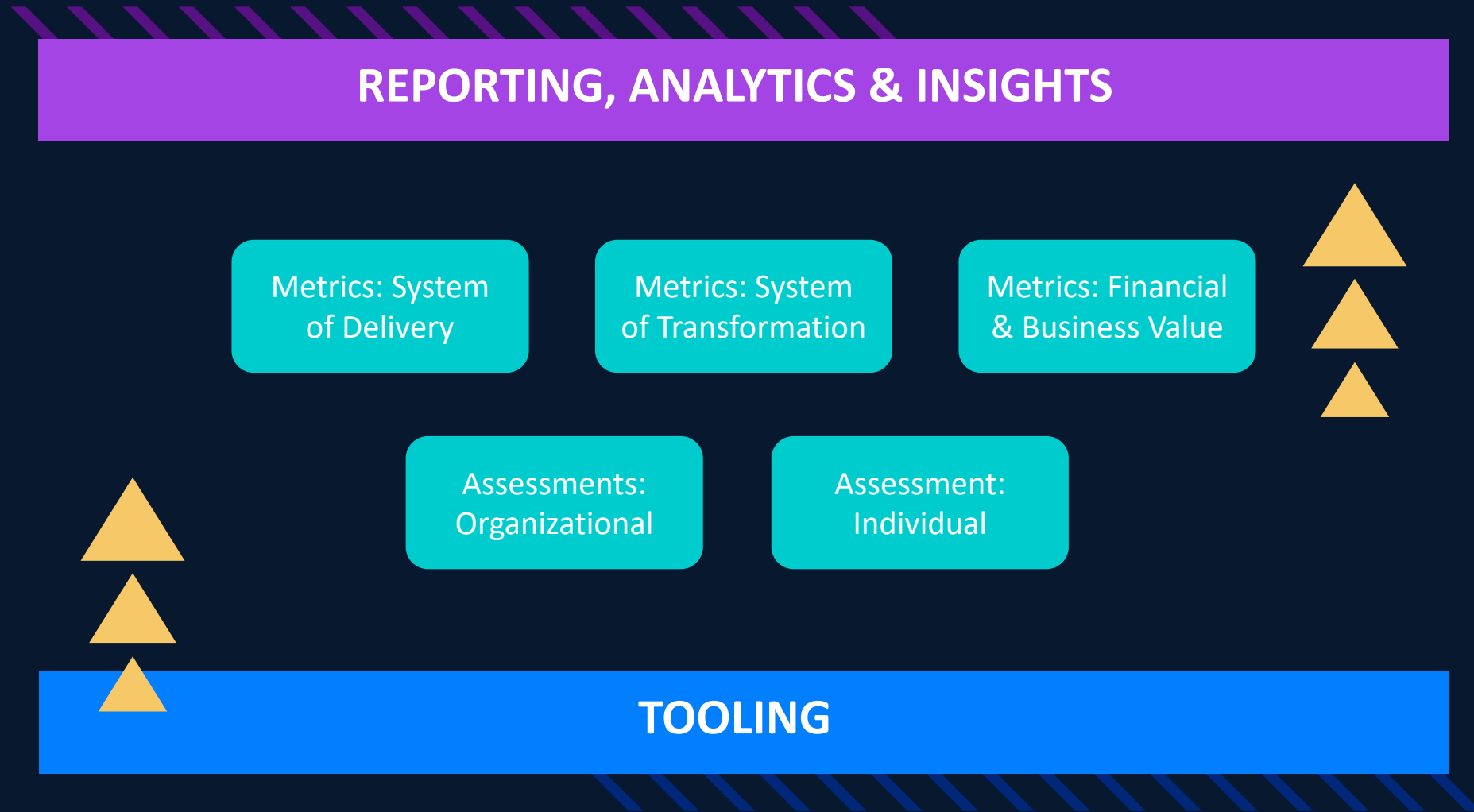
*Provide the data, business analytics, standards, and insights to **enable effective execution** of end state vision strategy*

Metrics	Assessments	Financial impact, product-line profitability, cost transparency
Agile Tooling	Reporting and Analytics	Playbook



# TOOLING → INSIGHTS

Proper Tooling Provides Rich Insights that Enable Meaningful Improvements



# TALENT EXCELLENCE & WORKFORCE READINESS



*Establish the necessary talent ecosystem to develop high performance in role AND TEAM*

## ENGAGEMENT

How do you get the whole organization to engage and get excited—even if they're not the current priority

## EXPERIENCE

How do you leverage apprenticeship to lead change and establish competency

## EXCELLENCE

How to you sustainably develop workforce/talent excellence

Training

Job  
Architecture

Professional  
Development

Guilds

Performance  
Management

Workforce  
Strategy

Leadership  
Development



# OCM, COMMUNICATIONS, & SAFETY

*Plan, facilitate and reinforce **organizational change** aspects of the transformation*

OCM Strategy & Plan

Stakeholder & Leadership  
Influence Mapping

Branding, Marketing, and  
Communications

Safely Activating the  
Organization

## **ENGAGEMENT**

How do you get the whole organization to engage and get excited—even if they're not the current priority





**Hear and Understand the Vision & Strategy**

**Understand the Roles**

**See Themselves in the Roles**

**Understand Skills & Opportunities for Growth**

**Understand Self Intrinsic Traits Fit**

**Individualized Learning Paths & Ongoing Learning**



# COACHING

*Develop competency in execution through **effective and efficient coaching** capacity and capability*

SOURCE &  
ACQUIRE

ONBOARD

ASSESS &  
DEVELOP

SUPPORT



## EXPERIENCE

How do you leverage apprenticeship to lead change and establish competency



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Training

Job  
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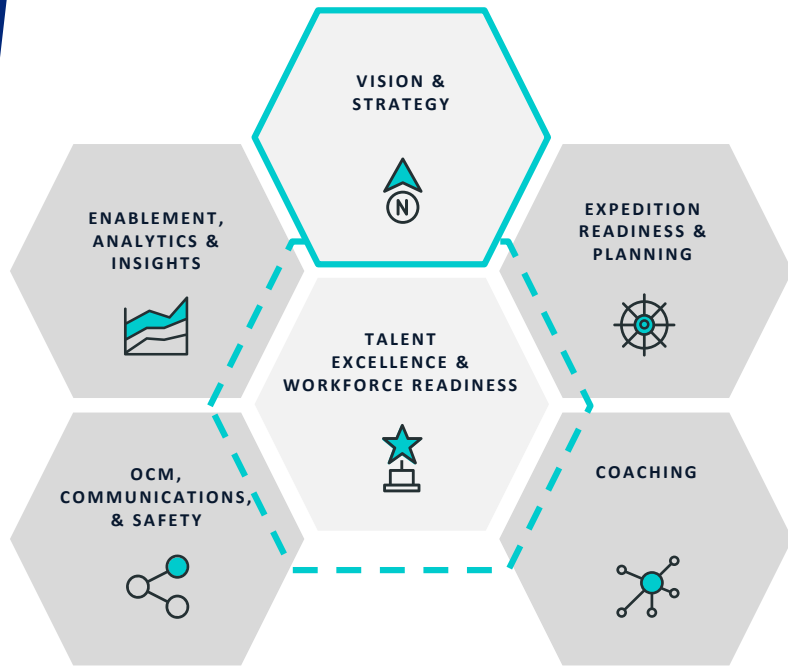
Professional  
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Performance  
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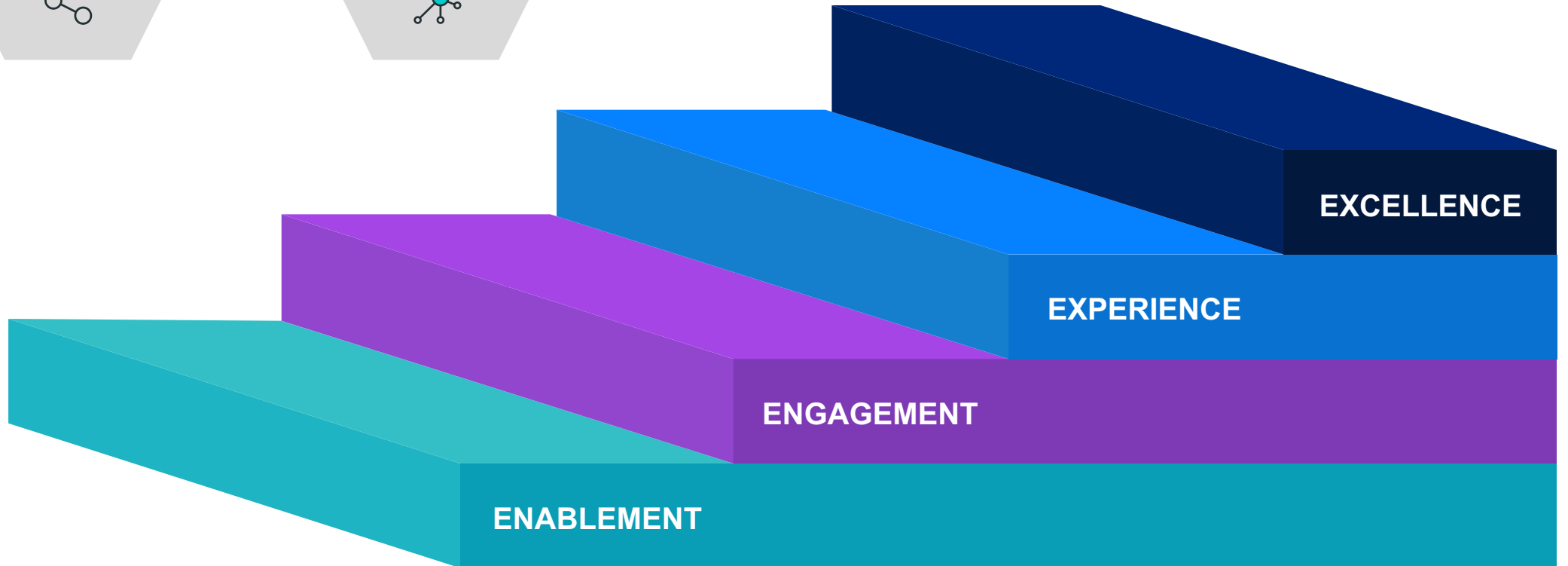
Workforce  
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Leadership  
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# CONTINUOUS ADAPTATION

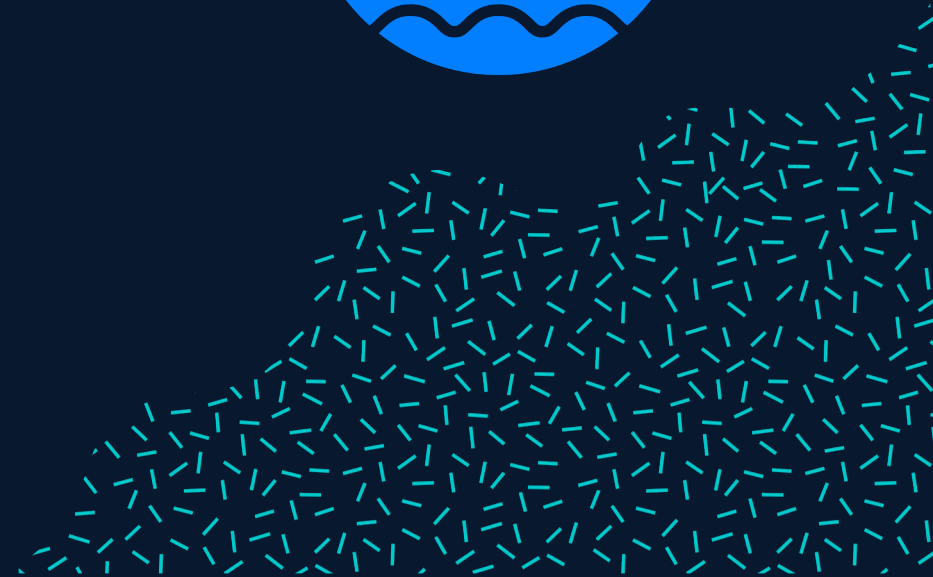
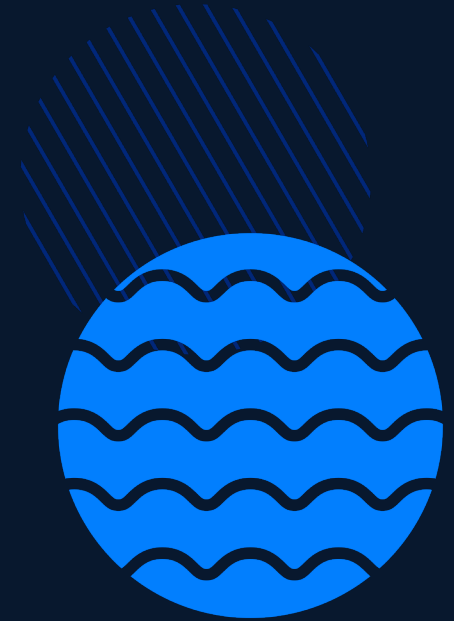
*Executive-Led, Strategically-Aligned, Deeply-Integrated*







# WHERE DO WE GO FROM HERE?





If we want verifiable outcomes and measurable business impact, we must change the way we approach **CONTINUOUS ADAPTATION...**

The way we approach Organizational Excellence...

**OFFICE OF THE CIO/COO** is becoming the **BTO???** 

### VISION AND STRATEGY

End State Vision & operating model design	Transformation Strategy	Priorities for change and clarity of roadmap
-------------------------------------------	-------------------------	----------------------------------------------

### TALENT EXCELLENCE AND WORKFORCE READINESS

Training	Job Architecture	Professional Development	Guilds
Performance Management	Workforce Strategy	Leadership Development	

### ENABLEMENT, ANALYTICS, AND INSIGHTS

Metrics	Assessments	Financial impact, product-line profitability, cost transparency
Agile Tooling	Reporting and Analytics	Playbook

### OCM, COMMUNICATIONS, & SAFETY

OCM Strategy & Plan	Stakeholder & Leadership Influence Mapping
Safely Activating the Organization	Branding, Marketing, and Communications

### COACHING

Source & Acquire	Onboard
Assess & Develop	Support



- As your markets and customers evolve, and as your capabilities evolve, you must continually reshape and realign
- We Must Establish the Ability To Change and Adapt... For Always
- ATO / BTO is foundational

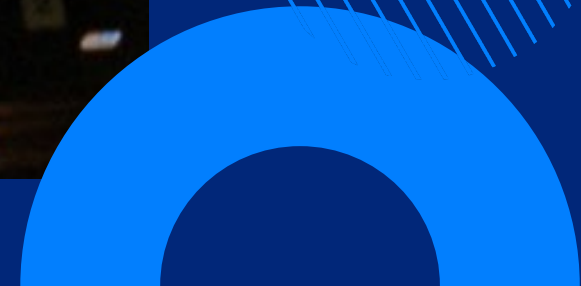
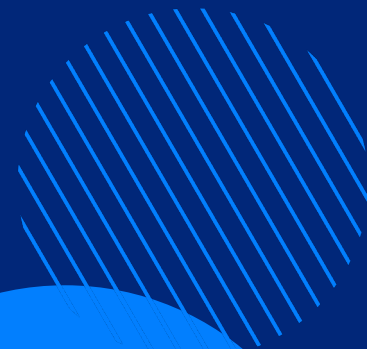




**CALL YOUR SHOT...**



**... DEMONSTRATE  
CONTROL**



# CALLING YOUR SHOTS

**CREATING SAFETY,  
ACCOUNTABILITY AND  
ORCHESTRATING CHANGE  
AT SCALE**

**LEADINGAGILE**

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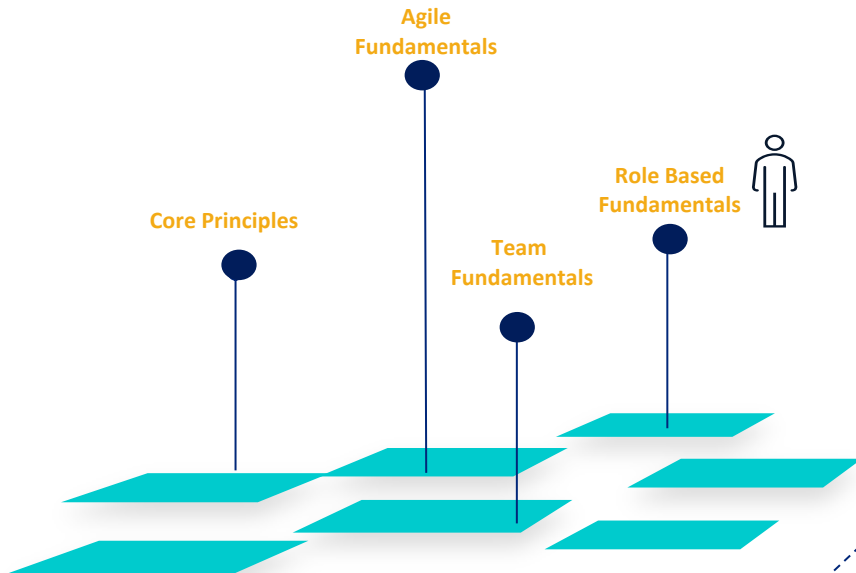
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# PATHWAY TO EXCELLENCE

Role Based learning paths provide a solid foundation for engagement and continued development for excellence in role

## ENGAGE

Create awareness & knowledge through early learning & engagement

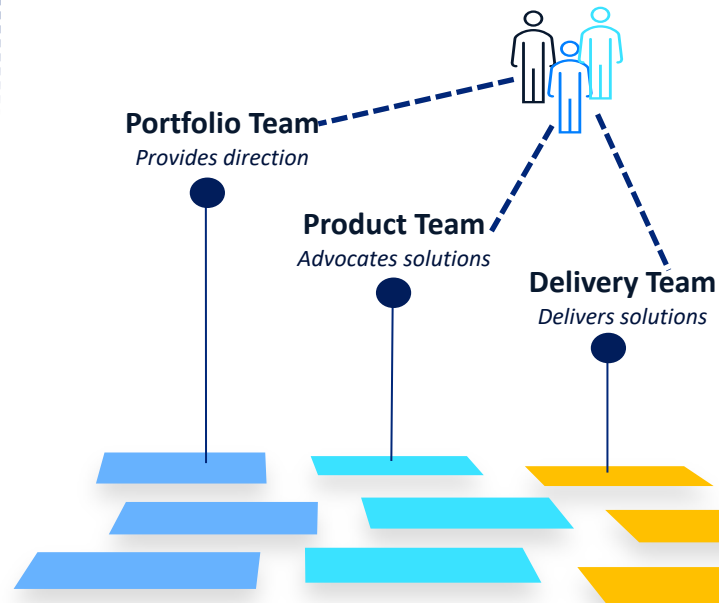


### Self Paced Access

- Microlearning
- Live Training
- Workshops
- On-Demand Content

## EXPERIENCE

Apply knowledge through apprenticeship

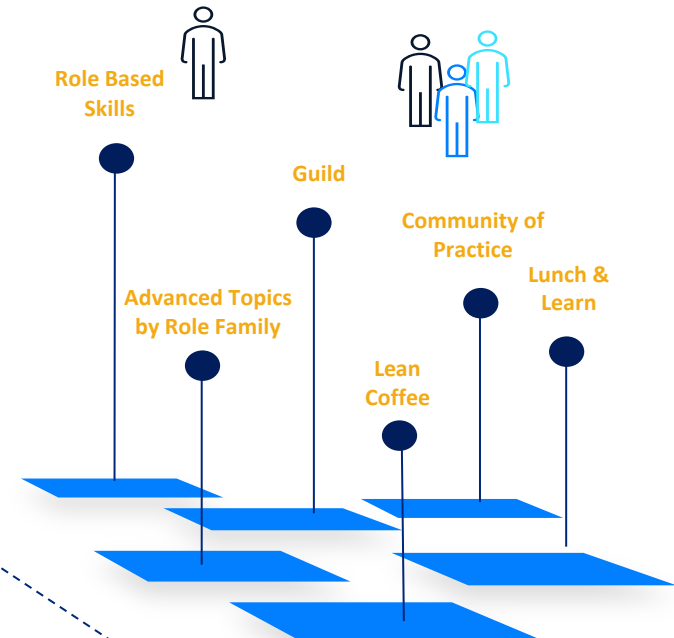


### Learn & Apply

- Topics & techniques aligned to Base Camp Outcomes
- Knowledge gained and put into Action providing relevant role-based experience
- Coaches as guides on the side

## EXCEL

Expand craft



### Ongoing Professional Development

- Shared work & interest
- Presenter led discussions
- Microlearning, Courses, Team Experience