

# Making Change an Element of Strategy

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# Agenda

BSC as a Change Management Program

Understand actions required to Unfreeze your organization

Understand how to Effect Change in your organization

Understand how to Sustain the BSC program in your organization

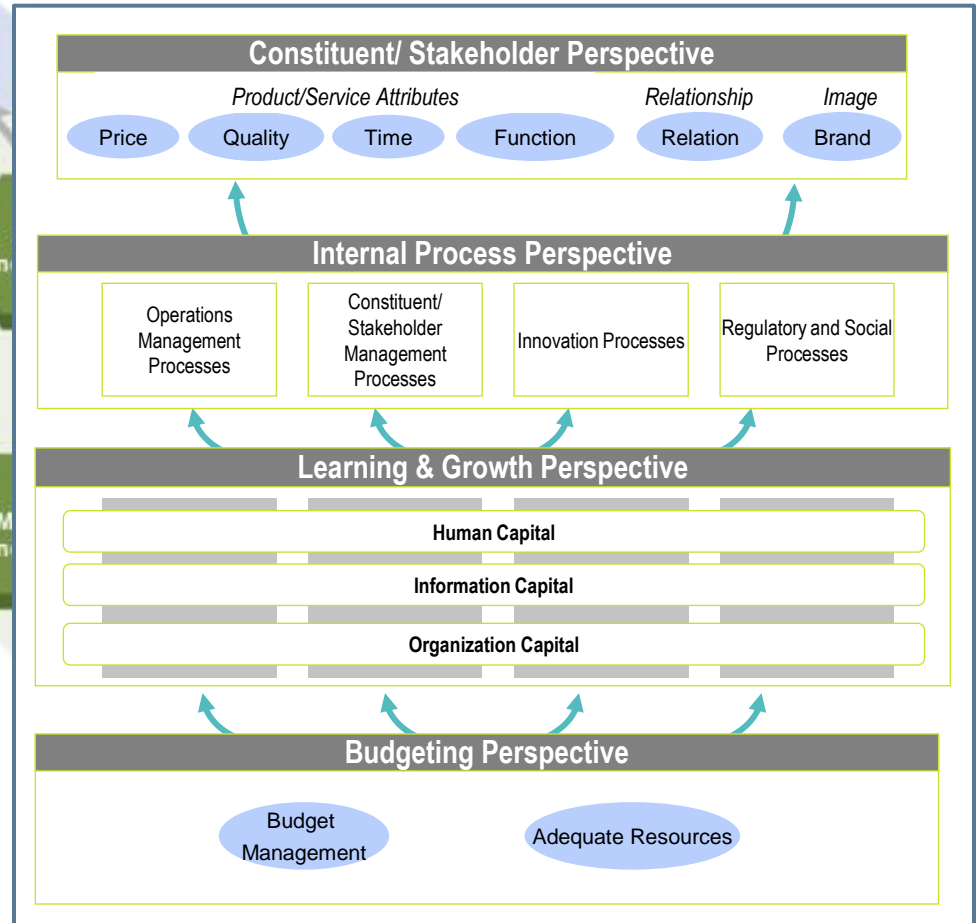
# Using the BSC to Achieve a Strategy Execution Premium



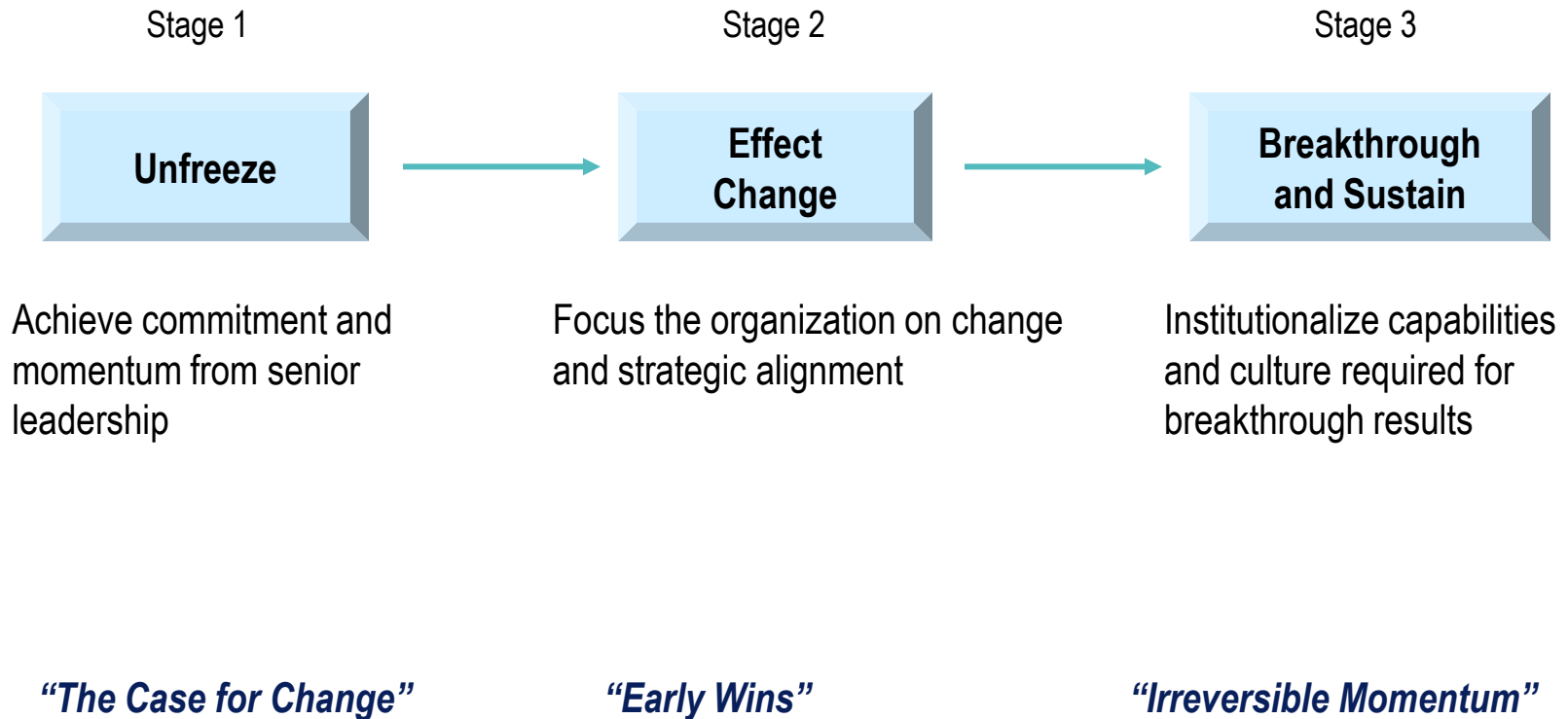
Drive Performance

*The Execution Premium Process (XPP)™*

## Balanced Scorecard



# To Succeed with any New Strategy, your Organization Must Engage in the Strategic Change Process...



# Create a Case for Change

## Ask these questions to build a case for change:

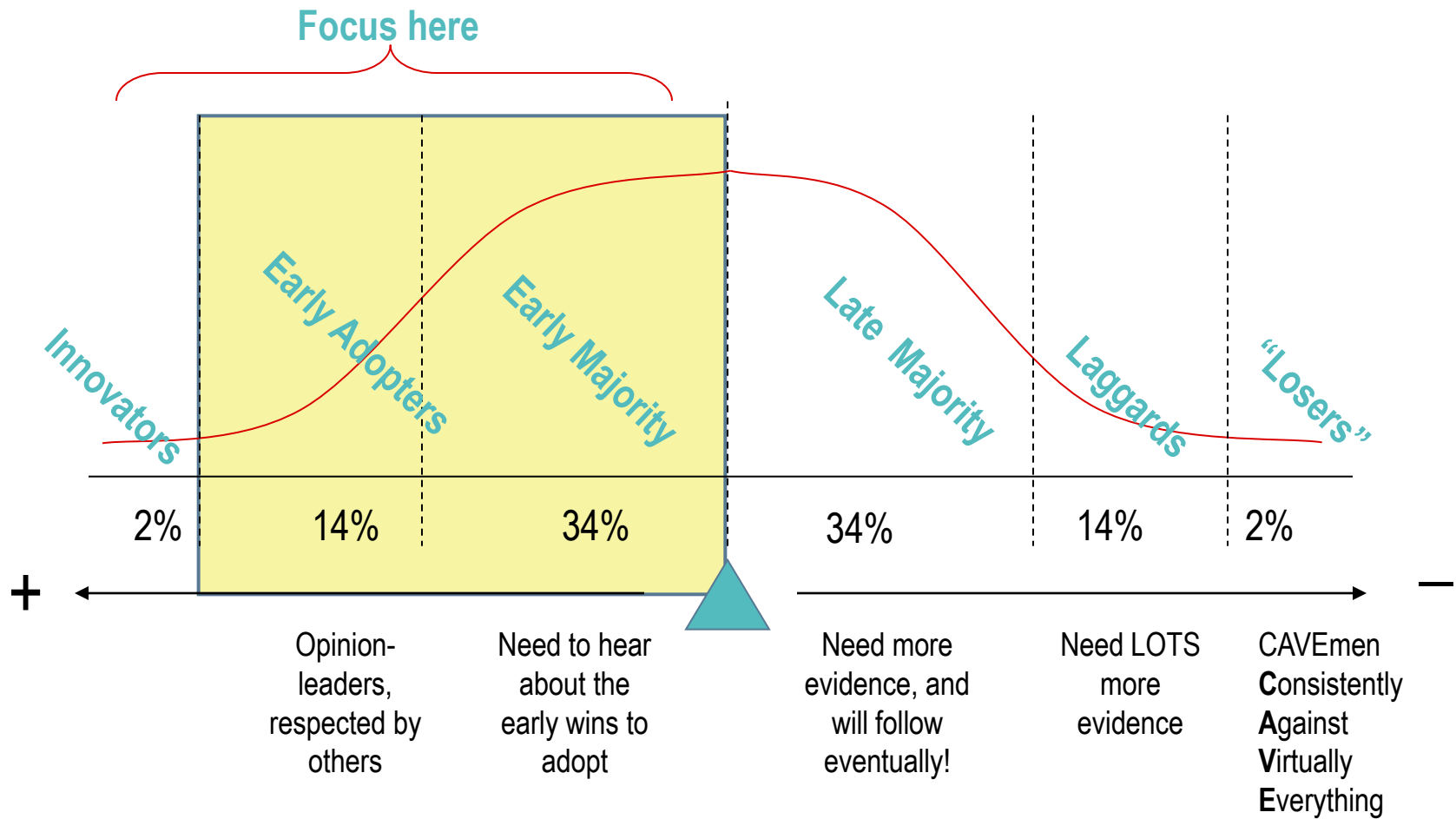
- Where has your organization been?
  - The story of your organization and its mission
  - Validate the current mission statement
- Where are you today?
  - Current organizational assessment of Strengths, Weaknesses, Opportunities and Threats (SWOT analysis)
- Create a consistent, repeatable story about your organization
  - What is your organization's mission?
  - What are your greatest accomplishments you can recognize?
  - How do these accomplishments support the overall mission of your organization?
- Articulate the strategic shifts in the organization
  - Where do you want to be in 3-5 years?
  - What do you want to look like?



## Consensus and Commitment: Consensus Building Pitfalls to Avoid

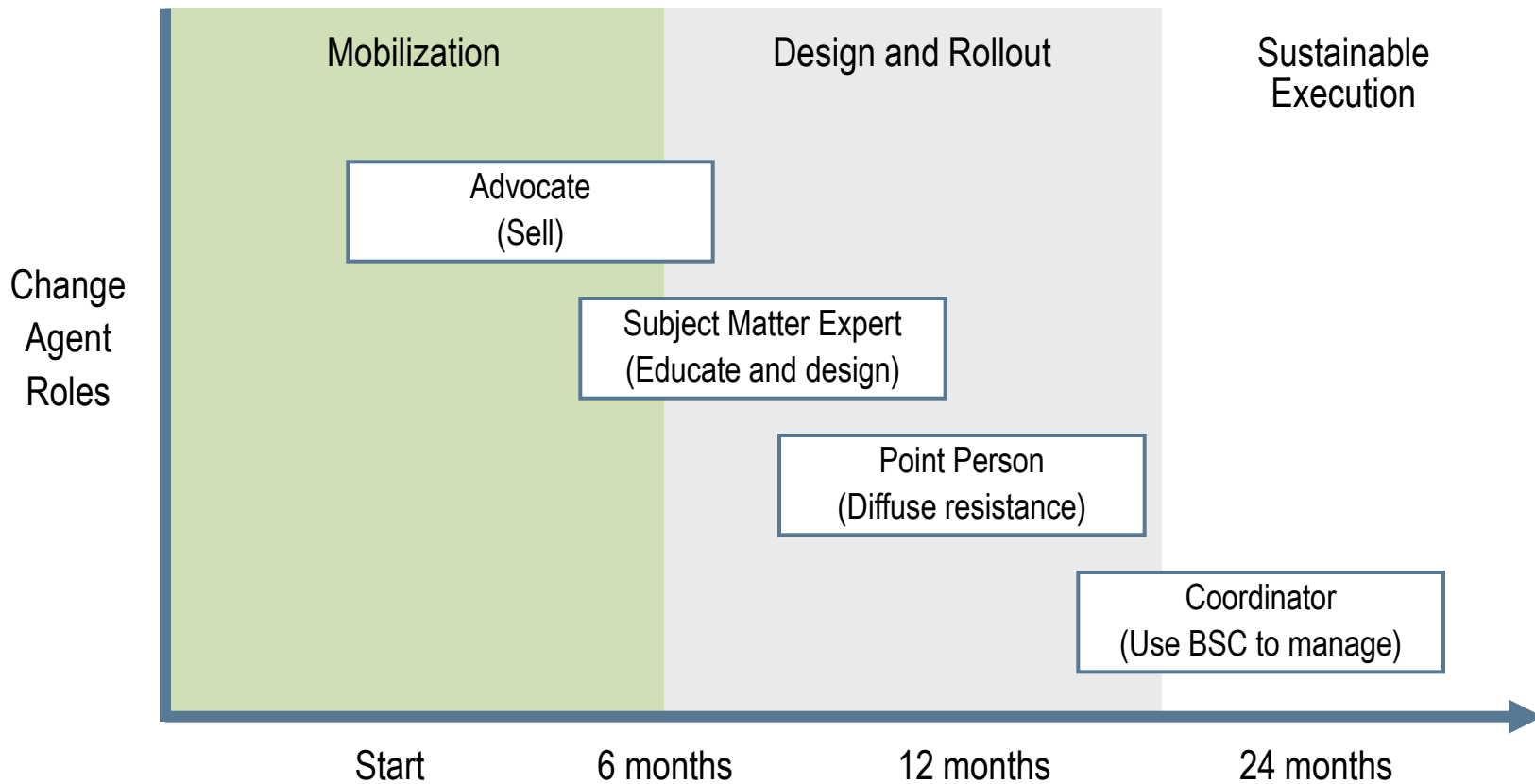
- **“The Downhill Roll”** – The leader delegates BSC design to lower-level individuals in the organization and does not play an active role
- **“Smoky Backroom”** – The leader of an organization creates the BSC without input from his/her leadership team
- **“1000 Points of View”** – Input into the strategy is not limited to the leadership team
- **“Who’s Driving the Car?”** – No clear decision making process is put in place to arrive at consensus

# Focus on the Early Adopters and Early Majority to Create your Tipping Point



Source: The Tipping Point – Malcolm Gladwell

# Identify and Empower Change Agents



# Assessing Change Impact

		Impact to the Organization	
		Low	High
Impact to the Individual	High	<b>Management Issue</b>	<b>Change Management Issue</b>
	Low	<b>Business as Usual</b>	<b>Training or Communication Issue</b>

*Calibrating the impact of the initiative is important in order to establish the right tools and strategies to manage the implementation.*

# Four Change Risk Factors that are Critical to Transformation

- **D**uration
- **I**ntegrity
- **C**ommitment
- **E**ffort



# Summary

