**ChangeBridge**

We Enable Successful Change

Surveying the Culture of Enablement for Change

# Looking for Progress in Change

Surveying an organization for "readiness" to change is commonplace, but it most often makes too many unfounded presumptions about the *availability* of what is actually necessary for intentional managed change to succeed – *specifically* of the dynamics.

At the high level, an overall *"culture of change"* is the key characteristic of those organizations that change "successfully".
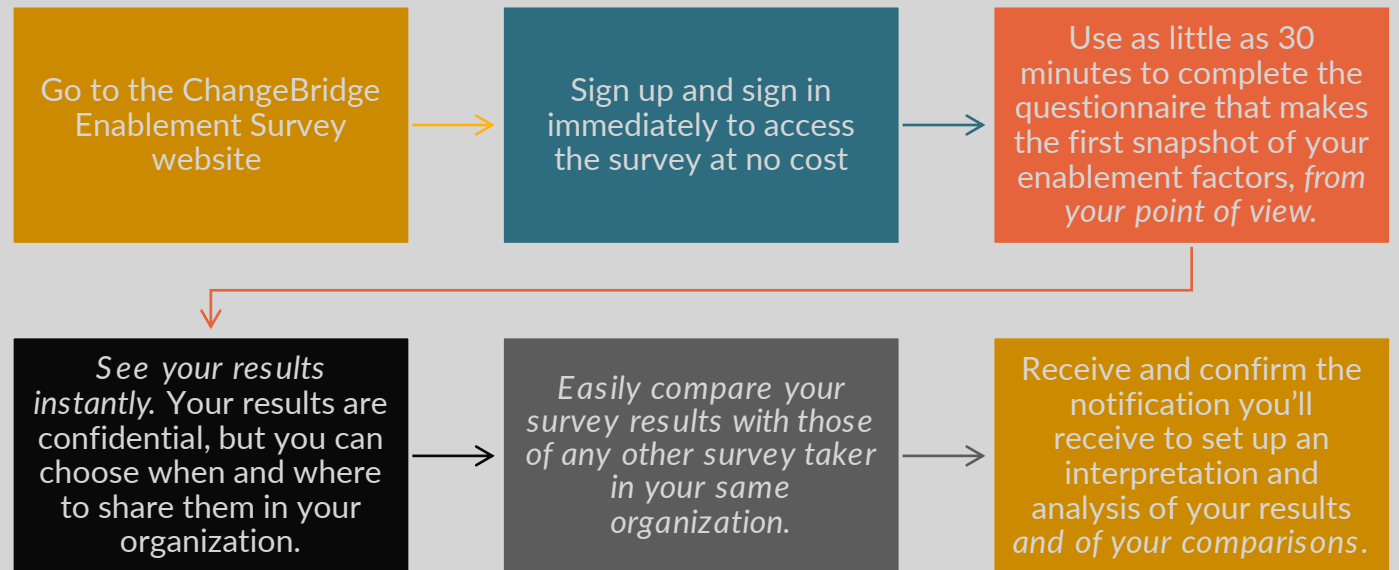
But that culture of change actually refers to an existing *ecosystem of management* that either fosters or inhibits the dynamics of successful change.

Find out how the current management ecosystem compares to what is needed for enabling successful change.

# How to Survey your enablement with ChangeBridge

Go to the ChangeBridge Enablement Survey website

Sign up and sign in immediately to access the survey at no cost

Use as little as 30 minutes to complete the questionnaire that makes the first snapshot of your enablement factors, *from your point of view.*

*See your results instantly.* Your results are confidential, but you can choose when and where to share them in your organization.

*Easily compare your survey results with those of any other survey taker in your same organization.*

Receive and confirm the notification you'll receive to set up an interpretation and analysis of your results *and of your comparisons.*

# Why change is Managed

An Organization typically includes *multiple cultures co-existing in a management ecosystem.*

Additionally, an ecosystem often contains multiple different changes taking place concurrently. They may have interdependencies *without* being coordinated or aligned.

In an ecosystem, alterations of one set of conditions changes the balance between that and other co-existing conditions.

Within a given change effort, multiple different stakeholders also co-exist with variable interdependencies.

# Progress in Change

**Change inherently involves risk.**

**Enablement is a prerequisite – achieved through management.**

**Readiness relies on enablement.**

**Progress is a value judgement about whether obtained differences are significant in desired ways.**

**Visibility of the ecosystem dynamics is a pre-requisite of confident managed for successful change.**

# What is managed about change

"Management" is simply, and is always, but is no less than, the following: a set of influences applied to *promote the probability* of desired outcomes occurring from an acknowledged set of current conditions, actions and events.

But many organizations fail to appreciate the difference between management and control; meanwhile, they are often in a position to exert control without necessary and sufficient management.

A "culture of change" consists of management dedicated to being relevant to, and sustaining of, the *capability* to produce significant difference OF the future state FROM the current state.

# Surveying:
# How to Look

A *Survey* is a way of looking AT something.

One built-in issue is whether Bias helps or hurts the way we look for things.

Typical biases:

| Intended answers | Normal preferences | Beliefs |
|---|---|---|

The primary ways of managing bias are:

| Comparisons | Policies | Feedback |
|---|---|---|

# Surveying: What to See

A *Survey* is a way of looking FOR something.

A built-in issue here is how we recognize what we see when we see it.

Typical modes of Recognition:

| Patterns | Inferences | Examples |
| --- | --- | --- |

The primary ways of confirming Recognition are:
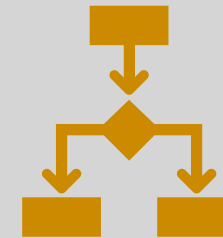
| Analyses | Testing | Feedback |
| --- | --- | --- |

# How to see Failure

ChangeBridge has over twenty years of experience in strategy and performance accounting, which constitute its comprehensive recognition of **failure factors.**

The difference between a "factor" and a "state" is that a factor is a **type** (its strength can vary) – and a state is a **degree** (it is a current specific amount of strength).
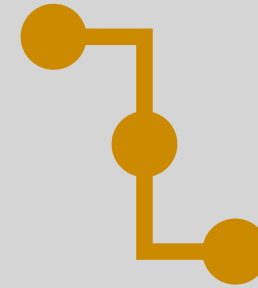
**ChangeBridge recognizes** over thirty different failure factors *and* how they influence the potential for specific kinds of change.

# What to see as Success

ChangeBridge brings over twenty years of **empirical operational experience** with recognized factors that contribute to success.

Standing behind how we see your environment for change, the **Change Enablement Framework** links the *why, how, and what* that underlie the realization of *intended significant difference.*

# Looking for Progress in Change

DISCOVER KEY FACTORS

DISCOVER KEY STATES

RECOGNIZE KEY STATES

RECOGNIZE KEY FACTORS

**FRAMEWORK**
Promoters & Inhibitors

→

**SURVEY**
Site-specific Conditions

→

**VISIBILITY**
Actuals vs. Knowns

→

**INTERPRETATION**
Significance vs. Needs

# Enable readiness to succeed

Enabling successful change is a strategic effort to design and build the responsible organization for the purpose of *changing*.

*Changing* is what is happening when we:

| Change what is known about and how | Change what is prioritized and why | Change what is attempted and by whom |
|---|---|---|

Design creates the coordination of *dynamics* necessary among the three characteristics of *changing*.

*Strategy* aligns the design with the reasons for and goals of the intended significant difference targeted as "the Change".

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**To request access to the Enablement Survey,
go to: www.changebridge.co/contact**