

Change Delivery® FAQs

Q: How is Change Delivery® different from other change management methods?

A: Change Delivery® was developed using scientific principles that describe how organizations behave. At the heart of this technology is recognition of the role roles of system operation play in the ability of organizations to support business objectives. By looking at the organizations as a system that gets "buggy" over time, we can pinpoint operating defects in culture and in business processes and fix them both at the same time. This two path approach is responsible for overcoming change resistance and other culture barriers to the achievement of value in strategic business initiatives.

Q: Why are results achieved so quickly using Change Delivery® compared to other approaches?

A: Change Delivery® is designed to optimize the use of time and energy. The pace, amount and packaging of change take into consideration the natural ability of the organization to absorb change.

Q: Why is 6 months the recommended time frame for each Change Delivery® project?

A: Organizations have tolerances for the amount and pace that change can be absorbed. Six months is the average length of time an organization can absorb changes before change fatigue sets in.

Q: Why is the Change Delivery® team structured with 5 core team members?

A: The Change Delivery® project team structure accommodates the amount of work required to accomplish business objectives in an average strategic initiative in an organization or group of less than 250 people. Team structure is designed to scale up for larger projects in larger organizations and down for smaller projects or small organizations.

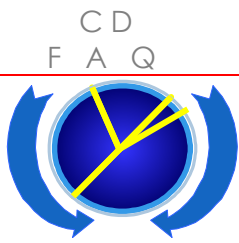
Q: Why is a certified Change Delivery® Facilitator required to conduct a project? Can I use my own resources for this?

A: Change Delivery® is a new way of implementing change in organizations. A systems approach challenges our traditional way of interacting with people. Sometimes the approach appears counter-intuitive. Certified Change Delivery® Facilitators have the required skills and experience to make Change Delivery® projects a success. Facilitators without certification in the method are ill-equipped to conduct Change Delivery® projects.

Q: How can I be sure the changes made remain in effect once the project is over?

A: As part of any Change Delivery® projects, a Sustainment Plan is prepared and submitted to the project sponsor outlining the governance activities that must be undertaken to ensure changes made will be maintained after the project is concluded. In addition, post-project executive mentoring is available as part of the package to help clients monitor the behavior of their organization until changes are fully integrated into baseline business processes and culture.

Q: Why does Change Delivery® stress weekly implementation of small increments of



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change?

A: Experience shows that small increments of change are readily integrated into an organization. When appropriately sized, paced and packaged, small increments of change are easily validated for fitness within the organization and can be placed into operation without stressing the organization and its employees.

Q: As a project sponsor, what are my obligations during the course of a Change Delivery® project? Exactly what am I signing up for?

A: Like any other strategic business initiative, the success of a Change Delivery® product depends on executive commitment. Project sponsors must provide measurable business goals to the project team, learn how the project works by attending a 1-1½ day workshop on the project approach, attend all specified meetings and make themselves available to the Change Delivery® team throughout the project. Upon completion of the project, they must follow the operating plan provided by the team for a minimum of six months.

Q: Why is it critical to get weekly feedback from 99+/-% of all employees impacted by a change?

A: Changes is adopted when all employees who will use the change have been given an opportunity to validate the change for fitness and effectiveness. Weekly surveys are helpful to demonstrate that employees understand what is happening within the project and provide employees with an opportunity to suggest modifications to proposed business processes while changes are under development.

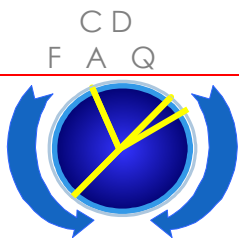
Q: Why is the amount of effort (resources, time) applied to the program targeted at 6-12% and why is work effort monitored weekly?

A: Organizations have a limited capacity for work and most organizations lack the ability to stop the real business of business to participate in an organization change initiative. When work effort falls below 4%, time spent processing change is insufficient to ensure implementation of new business processes. When work effort exceeds 12% errors creep into business operations. These errors are corrected at the expense of the project. Holding project work effort between 6-12% maximizes the pace of change without significantly impacting business performance. Work effort that falls outside these tolerances may result in project suspension or other forms of corrective action.

Q: Why can't we implement our own process improvement program using our own resources and use Change Delivery® to address the Organizational Change piece of the program?

A: Change Delivery® is cohesively integrates business process improvement techniques with culture change techniques. These two interwoven paths are tightly coupled can not be conducted independently or separately. As a result, Change Delivery® is incompatible with traditional transformation methods and cannot be employed in conjunction with any other transformation or change management method.

Q: What does the Change Delivery® Culture Assessment tell me about my organization?



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A: The Change Delivery® Culture Assessment is an exercise that determines how culture must be changed to ensure the achievement of desired business improvements.

Q: [What is a Change Delivery® Culture Architecture and how does it help in implementing business changes?](#)

A: The Change Delivery® Culture Architecture provides a view of the organization as a networked system. Its primary purpose is to aid in the development of the project communication plan.

Q: [I think I know what business rules are, but what are social rules and sticky rules and why are they important?](#)

A: Business rules define what is to be done. Social rules define how work is done and describe organization tolerances for performing business rules. Social rules that stick to business rules (sticky rules) determine the quality of output produced by business rules.

Q: [Why is the Change Delivery® program structure so important? Why can't I change the order and/or timing for the Change Delivery® phases and activities and still get results?](#)

A: Change Delivery® is designed to introduce changes in business processes in a way that minimizes change resistance and overcomes culture barriers. Although the method is dynamically tailored at key project milestones to the operating and culture constraints of the organization, unauthorized modifications to the defined structure of the project introduces unnecessary risk, slows down the delivery and adoption of change, and compromises results.

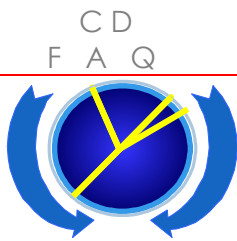
Q: [Why can't we build a complete future state model and implement the complete set of changes all at once?](#)

A: Demands placed on organizations are continually in flux. So is organization leadership. The most effective businesses must be nimble to accommodate market pressures change with agility. Too often, large, complex initiatives lock leadership into a single direction longer than the pressures of business will allow. A sequence of small initiatives is good for business because it allows executives to make course corrections as necessary, an option closed to them if their investment is tied up in a large, unwieldy program. In addition, organizations are better at assimilating small changes than large ones.

Q: [What are KTIs and why are they important to a Change Delivery® project?](#)

A: Key Transformation Implementation plans (KTIs) are mini-transformation initiatives rolled-out incrementally throughout a Change Delivery® project. Each KTI includes a related set of business, culture and measurement components. Measurement components or indicators (also known as KTIs) are used to measure the progress of business process improvement and culture change.

Q: [Can we select portions of the Change Delivery® method that seem to fit our](#)



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company's way of doing things and still expect to see the advertised results?

A: No. Change Delivery® is an integrated approach to implementing business change. It cannot be unbundled or implemented in parts.

Q: What happens if people loose interest in the project and start to not show up to meetings?

A: The project sponsor is responsible for ensuring participation in all scheduled project activities required by the Change Delivery® method. Failure of company employees to meet known commitments can result in program suspension.

Q: What is a shadow organization?

A: Shadow Organizations are unofficial networks of individuals. Shadow Organizations typically control how organization operating decisions are made, how work is performed, and what changes are acceptable. Shadow Organizations are also responsible for enacting change resistance and erecting other barriers to change.

Q: How does Change Delivery® deal with change resistance?

A: Change Delivery® leverages the organization's natural tendency to evolve in reaction to internal pressures and to adapt to external influences. Change Delivery® overcomes change resistance by working within the constraints of corporate culture.

Q: How large or small can an organization or project be to take advantage of Change Delivery®?

A: Change Delivery® is a highly scalable method and has been proven to be effective with organizations ranging from very small to organizations as large as many hundreds. Project team size is designed to sale to the size of the organization to be changed and the complexity of changes required.

Q: When is Change Delivery® appropriate and effective?

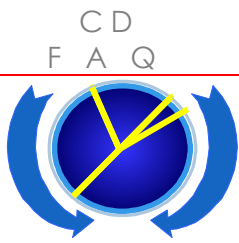
A: Change Delivery® should be considered for use within any organizations where leadership is stable and committed to the Change Delivery® approach and for any business initiatives defined by measurable outcomes.

Q: Why is a PMO an integral part of the Change Delivery® method?

A: Change Delivery® controls project rollout within an established set of measurable project tolerances. A PMO is required to track, monitor, evaluate and report on these critical measurements. In addition, in the course of the project numerous project and business work products are created which the PMO manages and controls.

Q: Are surveys required as part of the Change Delivery® method?

A: Yes. Continuous feedback is critical to project success. Survey results from all



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individuals affected by the project is part of that feedback.

Q: What happens if we stop a Change Delivery® project in the middle? Can we restart at a later date without compromising results?

A: The timing, pace and duration of a Change Delivery® project are important success criteria of a project. Suspension of a project ends the project.

Q: Is it possible to shift direction in the middle of a Change Delivery® project?

A: Yes. Weekly rollout of incremental change is designed to respond to modifications in business priority and project scope. Changes in business direction most readily accommodated are those compatible with changes already implemented by the program.

Q: What is a Culture Transformation Plan and how is it different from a Business Transformation Plan?

A: A Business Transformation Plan defines what and how business process improvements will be made to meet desired business objectives. A Culture Transformation Plan defines how corporate culture will be changed to support business process improvements described in the Business Transformation Plan

Q: What are Yabbits and what are they good for?

A: Yabbits (a Change Delivery® euphemism for “ya...but”) are culture constraints that are known to limit the organization’s ability to achieve business objectives. Yabbits are identified by employees during the Project Discovery meeting, in project planning interviews with employees and throughout the 90-day project rollout period. Yabbits are used to tailor business processes and other project deliverables to corporate culture.

Q: What is included in the Sustainment Plan?

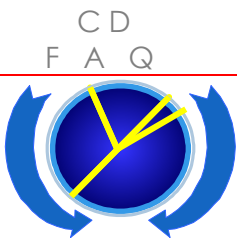
A: The Sustainment Plan outlines metrics that must be gathered and activities that must be undertaken to ensure the changes made during a Change Delivery® project will remain in effect after the project is concluded.

Q: How do I purchase the Change Delivery® method?

A: Change Delivery® is a licensable product offered by the Change Delivery® Product Group and its licensed distributors. Change Delivery® projects can only be conducted under license agreement. Please contact the Change Delivery® Product Group Director National Accounts for additional information or visit the partner page of our website at www.changeperfect.com.

Q: What is included when I purchase the Change Delivery® package?

A: When you purchase a license to use the Change Delivery® method, you receive licenses for the Change Delivery® method and ChangePerfect™ software, 20 days of



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Technology Transfer and Tailoring workshops (T3B), and 50 hours of structured mentoring and support provided during the 90-day project rollout period. Please contact the Change Delivery® Product Group Director National Accounts for additional information.

Q: What is ChangePerfect™ software and why do I need to buy it?

A: ChangePerfect™ software is a relational database. It is used by the Change Delivery® team to capture, analyze and maintain the complex data required to successfully conduct and manage one Change Delivery® project. Licenses for ChangePerfect™ software are project specific and are normally valid for up to one year from project start date. (License extensions are allowed under extenuating circumstances.) Once a project is complete (or its license has elapsed), ChangePerfect™ software goes into hibernation. As a result, the software cannot be used in more than one project.

Q: Can anyone with access to the method conduct a Change Delivery® project?

A: Any organization that has purchased a valid Change Delivery® license can conduct a Change Delivery® project under the direction of a Certified Change Delivery® Facilitator.

Q: How are measurable results achieved in 90 business days after completion of project planning?

A: Through research and testing, the Change Delivery Product Group has found that delivering 14 iterations of change in a 90 business day window is the optimal pace for transforming organizations. 14 weekly increments is also convenient since many industry standard business performance models (such as eXtreme Programming, ISO 200X, SOC, People CMM and CMMi L3) contain no more than 14 KTIs. Models that contain more (such as Malcolm Baldrige) are delivered using Change Delivery® following a multi-stage approach.

Q: What is the past success rate of projects using Change Delivery®?

A: Change Delivery® has been used very successfully in a variety of strategic business initiatives for more than 10 years. In that time, it has consistently outperformed industry benchmarks in terms of reliability and speed of implementation.

Q: When is Change Delivery® most useful?

A: Change Delivery® is most useful when organizations are faced with critical business challenges and must undergo rapid, significant change to address these challenges. Business process improvement, industry certifications and outsourcing are a few examples of the many strategic initiatives in which Change Delivery® can offer a significant advantage.

Q: Does the CDPG guarantee results for those using the Change Delivery® method?

A: The Change Delivery® Group provides a product which is designed to reduce project risk. However, it has no control over executive sponsorship and commitment or over



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the makeup of the Change Delivery® project team. As a result, the Change Delivery® Product Group does not guarantee the results of a Change Delivery® project. However, in recognition of the fact that Change Delivery® is the most reliable transformation approach available on the market today, in large, mission critical projects risk-sharing pricing options are available.

Q: [What is the Science of Change?](#)

A: The Science of Change is a body of knowledge that applies the principles of complex adaptive systems theory, chaos theory and evolutionary psychology to the business challenges of organization change and transformation. The focus of the Science of Change is to help improve business performance.

Q: [Have other experts in the field developed a similar approach?](#)

A: Traditionally, organization change has been perceived as a people problem, not a system problem. Such traditions are slow to change. Some organization transformation methods do focus on the human factors component of culture by reengineering employee reward systems and through coaching, teambuilding, empowerment and employee mentoring. However, we are unaware of any other organizational change method or technique (traditional or non-traditional) that approaches the organizations as a system or has a toolkit proven to change organization behavior at the system level.

Q: [How is business value measured using Change Delivery® methods?](#)

A: Change Delivery® requires that changes in business performance and relevant behaviors are tracked and measured simultaneously. Our methods systematically decompose both into tangible, quantifiable and business relevant increments. Using this technique, required changes are readily defined, project cost is available for each increment, and business value delivered by each increment can be mapped back to cost.