## Lean Change

<table>
<thead>
<tr>
<th>Important Facts</th>
<th>Ahas / New Ideas</th>
</tr>
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<tbody>
<tr>
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<table>
<thead>
<tr>
<th>Questions</th>
<th>Action Plans</th>
</tr>
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<tbody>
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</tbody>
</table>
# Lean Change Canvas

<table>
<thead>
<tr>
<th>Urgency</th>
<th>Target State</th>
<th>Vision</th>
<th>Communication</th>
<th>Change Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 3 drivers, and what needs to change</td>
<td>Strategic pillars, common enablers, etc</td>
<td>Single compelling statement that describes what the &quot;destination&quot; looks like</td>
<td>2 way path of communication</td>
<td>Who is impacted by the change</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capability of Org to Execute:</th>
<th>Success Criteria</th>
<th>Key Behaviours:</th>
<th>Action</th>
<th>Guiding Teams:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change will stick when:</td>
<td></td>
<td></td>
<td>Key methods used to impl change</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Wins</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constraints around time, cost, and effort</td>
<td>Moral Performance Capability</td>
</tr>
<tr>
<td>Commitment from recipients, leaders, and change agents</td>
<td></td>
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</tbody>
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Lean Change Canvas courtesy Jeff Anderson, Deloitte

Lean Change
Gerry Kirk, NuFocus Consulting g.kirk@nufocusgroup.com
More details at http://sqz.co/a4f5bby
The canvas supports exploring the change lifecycle, following the Kotter 8 steps of change method

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1    | Increase Urgency  
List the top reason for the change. Interview those most impacted by change, as well as key decision makers. Tie change drivers to problems felt by those who will be impacted by the change |
| 2    | Build the Guiding Team  
Hone in on potential change champions, along with their current capability to address specific change drivers. Understand how champions are resolving problems currently |
| 3    | Get the Vision Right  
Create a vision that is instantly repeatable by anyone in the org and resonates with your guiding team. Synthesize Key Behaviours that will resonate with your guiding team. Create and share a 'high concept pitch' |
| 4    | Communicate for Buy In  
Mark down key methods of communication, poor communication is one of the top reason change fail. Start with high touch, personal, and push based methods of communication. Evolve to self serve, online, and media in order to scale. Cement a bi-directional flow of communication |
| 5    | Empower Action  
Mark down your target state, but focus on designing the simplest solution that addresses the key pain points for your guiding teams. List the change tactics your guiding teams will use to execute the change, paying special attention to your first Minimum Viable Change (MVC). Secure permission to act! |
| 6    | Create Short Term Wins  
Roll out the first MVC with the guiding team. Pay close attention to behavior and coach as necessary to get a breathing sample of your vision |
| 7    | Don't Let Up  
Optimize change according to hard constraints in terms of time, budget, and people’s time, focusing on what you need to implement your first change. Continue to test the change for benefits, both qualitative and quantifiable. |
| 8    | Make Change Stick  
Continue to follow the validated change process until change is now the new reality of the organization. Mark down how the org can measure when change has truly taken hold. |
Sample Change Canvas

**Urgency**
- Delivery is slow and unpredictable
- Constant pain causing repetition of same mistakes
- Upcoming Business Change will increase demand

**Target State**
- Self Organizing, Customer facing teams
- Agile management, modelling, and technical practices
- Dedicated Flotter experts to coach, pinch hit, and advise CIO on health

**Vision**
- Lean Change Culture using Collaborative methods to deliver in a predictable way

**Action**
- Bootstrap staff expert team with external consultant
- One on one executive and manager coaching
- Creation of supporting process assets and reference for tools

**Communication**
- Bi weekly executive / manager update
- Forum style message board with bi weekly push
- Monthly all hands style Operational Review
- Bi weekly replenishment of changes

**Change Recipients**
- Executives and managers
- Line Business Managers
- Teams

**Success Criteria**
- Dominant mindshare (45%)
- Embedded experts no longer needed
- 1/10 FTEs experts 4/10 FTE proficient
- Can replenish and deliver using regularly scheduled cadences

**Guiding Teams**
- BO who has demonstrated ability to work collaboratively with IT
- Executive & manager who has cleared the way for their teams
- Knowledge workers who have experimented with agile on their own

**Commitment**
- Client Service Executives 6 hrs / week * 6 months
- Business Owner 4.5 / htr week * 6 months
- Managers (6 hrs week)
- Team 2 hrs / day * 6 months
- 4 External Consultants for 6 months

**Wins**
- Predictably improved performance (+ 6 features / month)
- Removal on non blue added work
- 9+ NPR score from business clients
- Significant adoption of new methods

Example courtesy Jeff Anderson, Deloitte

Lean Change
Gerry Kirk, NuFocus Consulting g.kirk@nufocusgroup.com
More details at http://sqz.co/a4f5bbv
# Validated Adoption Board

<table>
<thead>
<tr>
<th><strong>Urgency</strong></th>
<th><strong>Target State</strong></th>
<th><strong>Vision</strong></th>
<th><strong>Communicate</strong></th>
<th><strong>Change Recipients</strong></th>
<th><strong>Key Insights</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ad hoc agile / Kanban adoption interfering with predictable delivery</td>
<td>One team adopts - Kanban - Agile mgmt</td>
<td>Create high performing team by adoption of Agile mgmt and Kanban</td>
<td>Biweekly status to execs biweekly replenishment of change</td>
<td>Team A working for LOBB</td>
<td></td>
</tr>
<tr>
<td>Inconsistent customer touchpoints impacting effective collaboration</td>
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<table>
<thead>
<tr>
<th><strong>Action</strong></th>
<th><strong>Success Criteria</strong></th>
<th><strong>Wins</strong></th>
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<tbody>
<tr>
<td>Agile / Kanban coach</td>
<td>Stable performance of three features a month</td>
<td>Net promoter score of 9+</td>
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<table>
<thead>
<tr>
<th><strong>Commitment</strong></th>
<th><strong>2 Months</strong></th>
<th><strong>4 Weeks</strong></th>
<th><strong>3 Weeks</strong></th>
<th><strong>2 Weeks</strong></th>
<th><strong>This Week</strong></th>
<th><strong>Prepare</strong></th>
<th><strong>Introduce</strong></th>
<th><strong>Learn</strong></th>
<th><strong>Done</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Executive actively involved in risk escalation and resolution (4 hrs/week)</td>
<td>Run metrics based retrospective</td>
<td>Adopt advance metrics</td>
<td>Introduce Domain driven Design</td>
<td>Adopt advance daily standups</td>
<td>Introduce business replenishment</td>
<td>Support Mgr reuse acceleration and resolution</td>
<td>Run NPR Score with client</td>
<td>Adopt WP Limits</td>
<td>Refine / Review Story Map</td>
</tr>
<tr>
<td>2 lob managers playing role of active team owner (6hrs/week)</td>
<td>Run client demos</td>
<td>Adopt UAT cadence</td>
<td>Run retrospective</td>
<td>Introduce metrics</td>
<td>Refine work types</td>
<td></td>
<td></td>
<td>Introduce BDD &amp; CRC</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Adopt LOB team model</td>
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