





# Lean Change

 <b>Important Facts</b>	 <b>Ahas / New Ideas</b>
 <b>Questions</b>	 <b>Action Plans</b>

# Lean Change Canvas

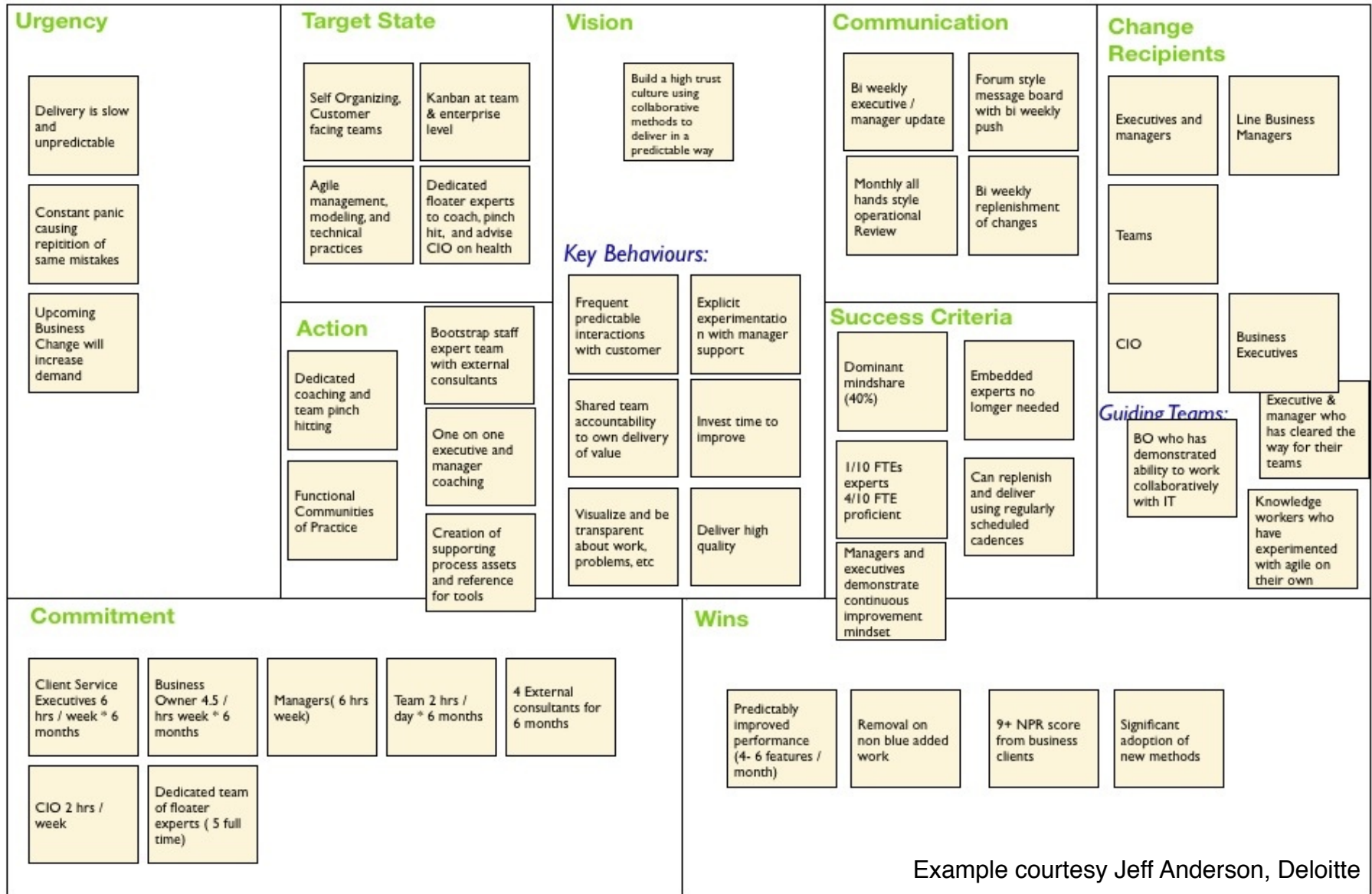
<p><b>Urgency</b> Top 3 drivers, and what needs to change</p> <p style="font-size: 48px; text-align: center;">1</p> <p>Capability of Org to Execute:</p>	<p><b>Target State</b> Strategic pillars, common enablers, etc</p> <p style="font-size: 48px; text-align: center;">5</p>	<p><b>Vision</b> Single compelling statement that describes what the "destination" looks like</p> <p style="font-size: 48px; text-align: center;">3</p> <p>Key Behaviours:</p>	<p><b>Communication</b> 2 way path of communication</p> <p style="font-size: 48px; text-align: center;">4</p>	<p><b>Change Recipients</b> Who is impacted by the change</p> <p style="font-size: 48px; text-align: center;">2</p> <p>Guiding Teams:</p>
<p><b>Commitment</b> Constraints around time, cost, and effort Commitment from recipients, leaders, and change agents</p> <p style="font-size: 48px; text-align: center;">7</p>	<p><b>Wins</b> Moral Performance Capability</p> <p style="font-size: 48px; text-align: center;">6</p>			

Lean Change Canvas courtesy Jeff Anderson, Deloitte

# The canvas supports exploring the change lifecycle, following the Kotter 8 steps of change method

- 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



Example courtesy Jeff Anderson, Deloitte



# Validated Adoption Board

<b>Urgency</b> Ad hoc agile / Kanban adoption interfering with predictable delivery Inconsistent customer touchpoints impacting effective collaboration		<b>Target State</b> One team adopts - Kanban - Agile mgmnt <b>Action</b> Agile / Kanban coachin		<b>Vision</b> Create high performing team by adoption of Agile mgmnt and Kanban		<b>Communicate</b> Biweekly status to execs biweekly replenishment of change <b>Success Criteria</b> 1 - 2 experts 6 proficient 1 exec and mgr know how to run system		<b>Change Recipients</b> Team A working for LOB B		<b>Key Insights</b>							
<b>Commitment</b> 1 Executive actively involved in risk escalation and resolution (4 hrs/week) 2 lob managers playing role of active team owner (6hrs/week) 10 ~ Team made of active adopters (2hrs/day)				<b>Wins</b> Stable performance of three features a month Net promoter score of 9+													
<b>2 Months</b>		<b>4 Weeks</b>		<b>3 Weeks</b>		<b>2 Weeks</b>		<b>This Week</b>		<b>Prepare</b>		<b>Introduce</b>		<b>Learn</b>		<b>Done</b>	
Run metrics based retrospective		Adopt advance metrics		Introduce Domain driven Design		Adopt advance daily standups		Introduce business replenishment		Support Mgr issue escalation and resolution		Run NPR Score with client		Adopt WIP Limits		Refine / Review Story Map	
Introduce class of service		Run client demos		Adopt UAT cadence		Run retrospective		Introduce metrics		Refine work types				Introduce BDD & CRC			
				Adopt LOB team model													

Example courtesy Jeff Anderson, Deloitte