

Identifying Your Drivers of Change

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IDENTIFYING THE DRIVERS OF YOUR CHANGE

Introduction

As a change leader or consultant, you must understand the catalysts that are driving the needed changes in your organization in order to design and implement an effective change strategy. There are seven different types of catalysts, or drivers, of organizational change, *all* of which must be addressed to accurately scope your change effort and plan its roll out strategy. The seven drivers are shown in the Drivers of Change Model and defined below. This tool assists you to identify the specific drivers of your particular change and formulate them into a story that paints a compelling and integrated story about why your change is needed.

Once you identify the drivers of your change, you can use the information to help you:

- Build your case for change
- Define the rationale and motivation for the change in a way that tells a compelling story
- Determine the full scope of the change effort
- Clarify the type of change occurring in your organization
- Identify the specific target groups that must make the change happen
- Determine the degree of urgency and general timeline for the change
- Build your overall change strategy
- Identify specific change initiatives underway or needed
- Clarify the theme that ties all of your multiple initiatives together
- Shape your initial communication messages
- Build training plans for the skills, knowledge and attitudes needed for the change to succeed

The model showing the seven drivers of change is shown below. You will notice that the first four types of drivers are quite familiar to most executives, while the last three are relatively new areas of attention. Not surprisingly, we consistently find that the problems most organizations have with their change efforts come from inadequate attention to these less tangible drivers (culture, leader and employee behavior, and leader and employee mindset). This is especially true with transformational change, so be sure to pay special attention to these drivers!

The Seven Drivers of Change

ENVIRONMENT



The seven drivers are:

Environmental Forces – the dynamics of the larger context within which organizations and people operate. These forces include:

- Social
- Business and economic
- Political
- Governmental
- Technological
- Demographic

- Legal
- Natural environment

Marketplace Requirements for Success – The aggregate set of customer requirements that determine what it takes for a business to succeed in its marketplace. This includes not only the actual product or service needs, but also requirements like speed of delivery, customization capability, level of quality, need for innovation, level of customer service, etc. Changes in marketplace requirements are the result of changes in environmental forces.

Business Imperatives – Business imperatives outline what the company must do *strategically* to be successful, given its customers' changing requirements. This can require systematic rethinking and change to the company's mission, strategy, goals, products and services, pricing or branding.

Organizational Imperatives – Organizational imperatives specify what must change in the organization's structure, systems, processes, technology, resources, skill base or staffing to successfully realize its strategic business imperatives.

Cultural Imperatives – Cultural imperatives denote how the norms, or collective way of being, working and relating in the company must change to support and drive the organization's new design, strategy and operations.

Leader and Employee Behavior – Collective behavior creates and expresses an organization's culture. Behavior speaks to more than just overt actions; it describes the style, tone or character that permeates what people do, and how their way of being must change to create the new culture. Leaders and employees must choose to behave differently to recreate the organization's culture.

Leader and Employee Mindset – Mindset encompasses the worldview, assumptions, beliefs or mental models that will cause people to behave in ways that will drive a sustained change in behavior and culture. Becoming aware that we each have a mindset, and that it directly impacts our feelings, decisions, actions and results, is often the critical first step in building individual and organizational capacity to change. A shift of mindset is often required for organizational leaders to recognize changes in the environmental forces and marketplace requirements, thereby being able to determine the best new strategic business direction, structure or operation for the organization. Mindset change in employees is often required for them to understand the rationale for the changes being asked of them.

Collectively, The Seven Drivers Tell Your Change Story

Every organization undergoing major change has its own story about why it must change. This story can be very clearly told using the Drivers of Change model. The typical organizational change story, told using the Drivers of Change model, goes like this: changes in the environment create new requirements for success in the marketplace as customers demand new services or products. Meeting these new marketplace and customer requirements demands the formation of new business strategies, which in turn require certain changes in the organization's structure, systems, processes or technology in order to be implemented successfully. In transformational change, the scope of these organizational changes are often so significant that they also require the culture to change in order for the new organizational design to operate smoothly and produce its outcomes. Culture change demands change in leader and employee behavior, which further requires leaders and employees to shift their mindsets, often about meeting customer needs, their business model, how work gets done, or even how they work with each other.

Each of the drivers is a critical factor required for your organization's change to succeed: if mindset doesn't change, then behavior can't change. If behavior doesn't change, culture won't, and therefore, major changes in the organization won't succeed, and the business strategy will fail. Ultimately, all of the components must change to produce the results required to meet the new marketplace requirements.

Once you have identified your organization's particular drivers, you will be able to describe your organization's story of required change to your entire employee body. This should be done in employee-friendly terms. Your Drivers of Change story assists you to clarify the rationale and build motivation for making the change happen.

That's the concept. If you want an example of how the drivers are applied to clarify an organization's case for change and scope of change, see the Being First Change Tool, "The Drivers of Change: Sample Case Application."

Worksheet: Defining Your Drivers of Change

Instructions

- Step 1.** Familiarize yourself with the definitions of the seven drivers of change.
- Step 2.** Determine who are the best people to identify the drivers of change for your live change project. Engage them in this task.
- Step 3.** Decide how you will use the information you generate. Consider how it will inform your Case for Change, the story of why your change is needed, the scope of your change effort, your change strategy, and the various initiatives required to achieve its outcomes.
- Step 4.** Move through each of the drivers in sequence. This will help to tell the story of the entire scope of the change.

Begin by **brainstorming all the forces in your external environment** that are demanding change in your organization to succeed in the future.

For each environmental force, ask yourself, “How is this force influencing changes in the needs of our customers? How is it creating a new standard for success in the marketplace? How is it demanding change in our products, services or their delivery to satisfy customers?”

For each of these marketplace requirements, ask, “How is this requirement demanding a change in our business strategy, profit model or core competencies?”

For each business imperative, ask, “How must this organization be structured and run to produce this result most effectively and expediently? What changes must occur to our strategy, structure, systems, processes, technology, staff or skills?”

For each organizational imperative, ask, “How do our existing culture and values support the success of this imperative? What must change in our culture to make us more effective?”

For each cultural imperative, ask, “What behaviors are required from our people to produce this culture and business result?”

For each behavioral change for the leaders and the employees, ask, “What must our people believe, value or perceive to make them want to behave this way and produce the results we need to succeed? What about our current organizational mindset must be changed for this to occur?”

Worksheet: Defining Your Drivers of Change (Continued)

Step 5. Test the accuracy and thoroughness of your responses by reversing the order of the drivers, beginning with mindset, and ask yourself the following question about each driver:

“If we achieve this driver, will that directly lead to improving our ability to do....(the next driver up in the chain). For example, “If we achieve this mindset, will that lead to these behaviors? And if we achieve these behaviors, will that lead to this type of culture?” And on up the drivers list.

Ideally, a change in leadership and employee mindset should produce the behaviors required for your culture to shift in ways that enable your organization to change as needed, thus allowing you to realize your business strategy and meet your customers' needs.

Step 6. Use the information about your drivers to compose the story of why this change is needed and what it entails. Try to tell this story in 500 words or less and in terms that all of your critical audiences (employees, stakeholders, target groups, etc.) will understand and relate to. You may have one story designed for the leaders, one for various employee or management groups and one for external constituents, including your customers. Make sure that your stories are consistent.

Step 7. If required, gain approval for your recommendations, your story and your conclusions.

Step 8. Use this information as inputs to completing other Change Tools.

Worksheet: Defining Your Drivers of Change (Continued)

Environmental Forces	
Marketplace Requirements for Success	
Business Imperatives	
Organizational Imperatives	
Cultural Imperatives	
Leader and Employee Behavior	
Leader and Employee Mindset	

YOUR CHANGE STORY: WHAT IS DRIVING YOUR CHANGE EFFORT?

Write the story that your drivers of change tell in 500 words or less. Use terms that your employees and stakeholders will understand and relate to positively. Consider telling the story in the sequence of the drivers (environmental forces to mindset).

Further Resources

Being First, Inc. offers a full range of **free and for purchase change tools, workbooks and resource guides**. Go to <http://www.beingfirst.com> or contact us directly to talk about which resources will best suit your needs...(970) 385-5100 voice, (970) 385-7751 fax.

Also on our website, you can learn more about **licensing our change methodology and its individual products, change consulting and change education** for your leaders or internal consultants.

You will find lots of change-related tips, tools and insights in our two **books** published by Jossey-Bass/Pfeiffer, [Beyond Change Management: Advanced Strategies for Today's Transformational Leaders](#) and [The Change Leader's Roadmap: How to Navigate Your Organization's Transformation](#). These are available at either www.beingfirst.com or www.amazon.com.

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