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10S - 10 Steps for Successful Change

“When you start looking at a problem and it seems really simple, you don’t really understand the complexity of the problem. Then you get into the problem, and you see that it’s really complicated, and you come up with all these convoluted solutions. That’s sort of the middle, and that’s where most people stop. But the really great person will keep on going and find the key, the underlying principle of the problem - and come up with an elegant, really beautiful solution that works.”

Steve Jobs.

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1. Change Management 10S

1.1 About this document

This document is a summary of the original (Dutch) Change Management 10S document. Want to learn more, explore more? Please visit us at www.ribbonwoodconsultancy.com or email us at info@ribbonwoodconsultancy.com.

1.2 What is Change Management 10S?

Change Management 10S is a 10 step framework for successful change management. Based on best practices and insights from gurus and concepts in the market place like Senge, Covey (4DX), Kotter, Lean and Scrum.

The basis of the framework is the Plan-Do-Check-Act cycle. The PDCA cycle is a model for continuous process improvement. We added the element 'Vision'. This makes the PDCA cycle not only suited for improvement but also for reorganisation or transformation on basis of a compelling vision.

The power of the PDCA cycle and as such the 10S model is that it takes the current organisation as starting point. The current organisation is doing well, but there are reasons for a step to the next level. You can always do better! External circumstances change constantly; companies will only survive if they know how to adapt with success.

1.3 What is change management?

Change Management is organising change in structure or way of working of an organisation. Change management, however, is seldom the primary goal of organisations. Change management is a means to achieve one or more strategic goals. These can be: To be in control of the whole chain; to be in the top3 worldwide within 5 years; to increase the time to market of product development from 2 years to half a year; to change behaviour; etc.

1.4 Successful change management is difficult

Every manager knows change management is difficult. Around 70% of the intended changes is not successful. Why? What are the pitfalls?

- People are not enthusiastic about the intended change;
- Internal processes attract too much attention, company loses sight on the external customer;
- Vision is not clear, ambitious or challenging enough. Company has no beacon for the future;
- The change management process has too little focus. Operational pressure or other projects win time and again;
- There is a lack of focus and commitment. People do not really want to change;
- Analyses, plans and reports are created, but execution power is lacking;
- Insufficient internal (and sometimes external) communication.

1.5 Change is essential for survival

Change is essential for survival. The average life span for companies has been reduced from 65 to 15 years in 10 years time. The environment changes constantly. If companies do not adapt they stand

still and will develop backwards. The good news is that it is possible to change successfully. But only with an organisation that knows how to change. A professional framework might help. This framework will have to:

- Provide an answer to the pitfalls mentioned above;
- Facilitate both top-down as well as bottom-up change and initiatives;
- Support creation of change towards the goals as well as 'growing' the change; i.e. be open to new ideas.

1.6 Change Management 10S delivers

The Change Management 10S model for Change Management is a practical 10 step model and delivers:

- An approach that works with people;
- A customer centric approach;
- Guidance for top-down control using programme management. Combined with maximum bottom-up freedom, involvement and learning along the road;
- A rhythm of change with cycles, planning sessions and retrospective sessions giving people the ability to take responsibility and act likewise;
- (Focus on) results instead of the intermediary reports;
- Usage of visual change. Visual measurement of the achievements.

1.7 The principles of Change Management 10S

1. **Vision.** Every change should work with a compelling vision. The vision should acknowledge the achievements of the organisation so far; mention the market reasons for the change; mention the goals and roadmap for the change. A vision must be ambitious but achievable and highly communicative;
2. **People.** People are always willing to change, but do not want to be changed. If you want a change to happen all people should be involved. Find a way to do this;
3. **Cyclic.** Work in short cycles to give the organisation the possibility to focus; to achieve (quick) wins; to convince critics with the (quick) wins; to have the ability to learn along the road;
4. **Dare.** Dare to change. Change needs (sometimes) courage;
5. **Visual change.** The use of clear visible dashboards providing transparency of progress for the team and everybody around;
6. **Anchor the change.** When implementing change it is important not only to design the change but also to measure the actual change and provide feedback.

2. The model

10S consists of three main phases: 'Manage the Program' (outer circle), 'Manage the Cycle' (middle blue circle) and 'Change the Company' (inner yellow circle).

10S facilitates a combination between creating the change and growing the change. A combination of top-down goal setting and control and bottom-up movement and energy. 10S works with people, since people are willing to change, but do not want to be changed.

3. The 10 Steps

3.1 Determine Scope

- Action: Determine assignment
- Action: Determine most important stakeholders and conduct interviews
- Action: Cycle zero and feedback session to stakeholders
- Deliverable: Scope document

3.2 Create Vision

- Action: Create vision
- Deliverable: Vision
- Deliverable: Business case
- Deliverable: SWOT

3.3 Plan the Change Program

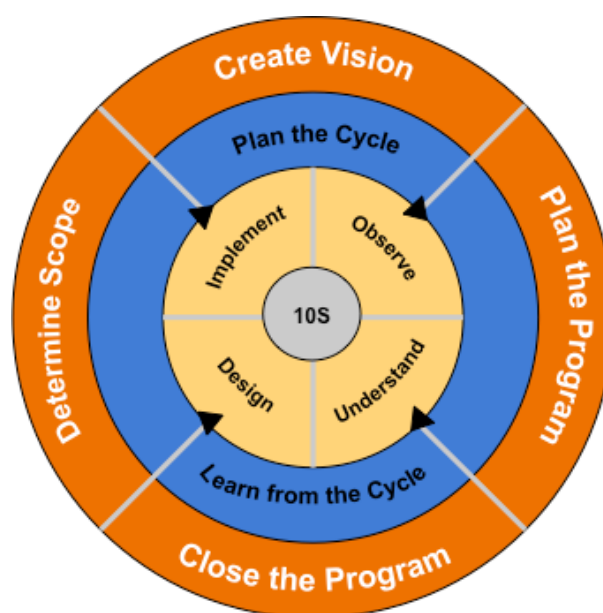
- Action: Create (program) plan
- Deliverable: (program) Plan
- Deliverable: Business case
- Deliverable: Backlog (goals, sub goals and products)
- Deliverable: Stakeholder analysis

3.4 Plan the Cycle

- Action: Plan the cycle
- Deliverable: Cycle plan

3.5 Observe

- Action: Observe
- Action: Coach, measure, reflect
- Action: Conduct research
- Deliverable: Work concepts
- Deliverable: List of Waste



- Deliverable: Measurements
- Deliverable: Report

3.6 Understand

- Action: Understand
- Action: Process analysis workshop
- Deliverable: Work concepts, list of waste
- Deliverable: Recommendations

3.7 Design

- Action: Process design workshop
- Deliverable: Designs

3.8 Implement

- Action: Tune, teach, instruct, coach, game
- Action: Force breakthrough
- Deliverable: Designs
- Deliverable: Implementation plan

3.9 Learn from the Cycle

- Action: Retrospection
- Deliverable: Report

3.10 Close the Program

- Action: Create end report
- Deliverable: End report

4. Who are we?

RibbonWoodConsultancy is a consultancy firm specialised in Change Management. Our focus is to really make change happen. We listen, understand and execute.

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

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