

Leaders Develop a Strategic Process to Better Manage Its Portfolio of Change, Resources and Capacity

Recognizing the fallacy of saying “yes” to every good change project, a strategic team of leaders crafted a process, system and protocols to better manage its tidal wave of change and bring a structured process for leading its enterprise change agenda.

BREAKTHROUGHS

- Enterprise Change Leadership Capability Development
- Develop Conscious Change Leaders

“We agreed to a process that wraps our strategic heads and practical arms around the most important change efforts we need to take on for the business to meet the disruptive changes ahead. We made our Enterprise Change Agenda ours and continue to refine it to work best for our needs.”

Executive Sponsor

Challenge

The CEO of a major metropolitan utility realized that his organization could not possibly succeed at every change effort its leadership team had blessed. They did not have the oversight, resources, capacity or means to ensure success, even for their most critical efforts. It appeared that everything was equally important. While every project was legitimate and worthy, the organization was doomed to fail unless it was somehow able to organize a strategic process to get their

arms around the mass of change work they had initiated and revise their expectations. They needed a way to prepare, prioritize, pace, and resource their most strategic of initiatives. The CEO and Enterprise Change Process Leader contracted with Being First to assist them to craft a tailored solution and protocols to create an enterprise-wide change agenda and process.

Solution

As a starting point, the Enterprise Change Process Leader first gathered the names, status and magnitude of all major change initiatives underway or about to be launched in the organization. Being First organized a two-day offsite meeting of the senior leaders to learn about the benefits and elements of an Enterprise Change Agenda process and begin to collaboratively design a process for them. The leaders tailored protocols for preparing proposed change efforts for consideration,

identified criteria to prioritize the efforts that were selected, and created a means to organize their change work so that it could be re-sourced, launched, paced, supported and evaluated more consciously and successfully. Being First also supported them to implement their Enterprise Change Agenda process and realign the change work they had already launched.



Results

- ▶ Significant reduction in change fatigue and negative capacity impacts on the organization
- ▶ An ongoing effective system for capacity management was developed and used across the organization
- ▶ They designed a template to prepare proposed change initiatives using standard requirements and created a reliable, ongoing meeting cadence for considering new initiatives.
- ▶ The leaders gained alignment on how best to prioritize their change work across the organization, and to sustain their oversight as new initiatives were added to their agenda.
- ▶ They crafted a means to sequence, resource, measure, and accelerate each year's change work.
- ▶ They built their agreement and confidence to say no to good ideas that could not be accomplished without endangering other priorities.

ABOUT BEING FIRST

Being First is a Breakthrough company, providing advanced expertise in personal and organizational transformation since 1988. We open leader's minds, develop their self-mastery and equip them with the advanced Conscious Change Leadership skills to transform themselves, their organizations, communities and cultures.

As Strategic Advisors to the C-Suite, we provide an integrated System of Transformation that builds transformational leadership capability by providing your leaders with the consulting, training and development, coaching, methodology, tools and assessments to perform optimally and Achieve Breakthrough.

For more information, BeingFirst.com or call us at +1 970.385.5100.