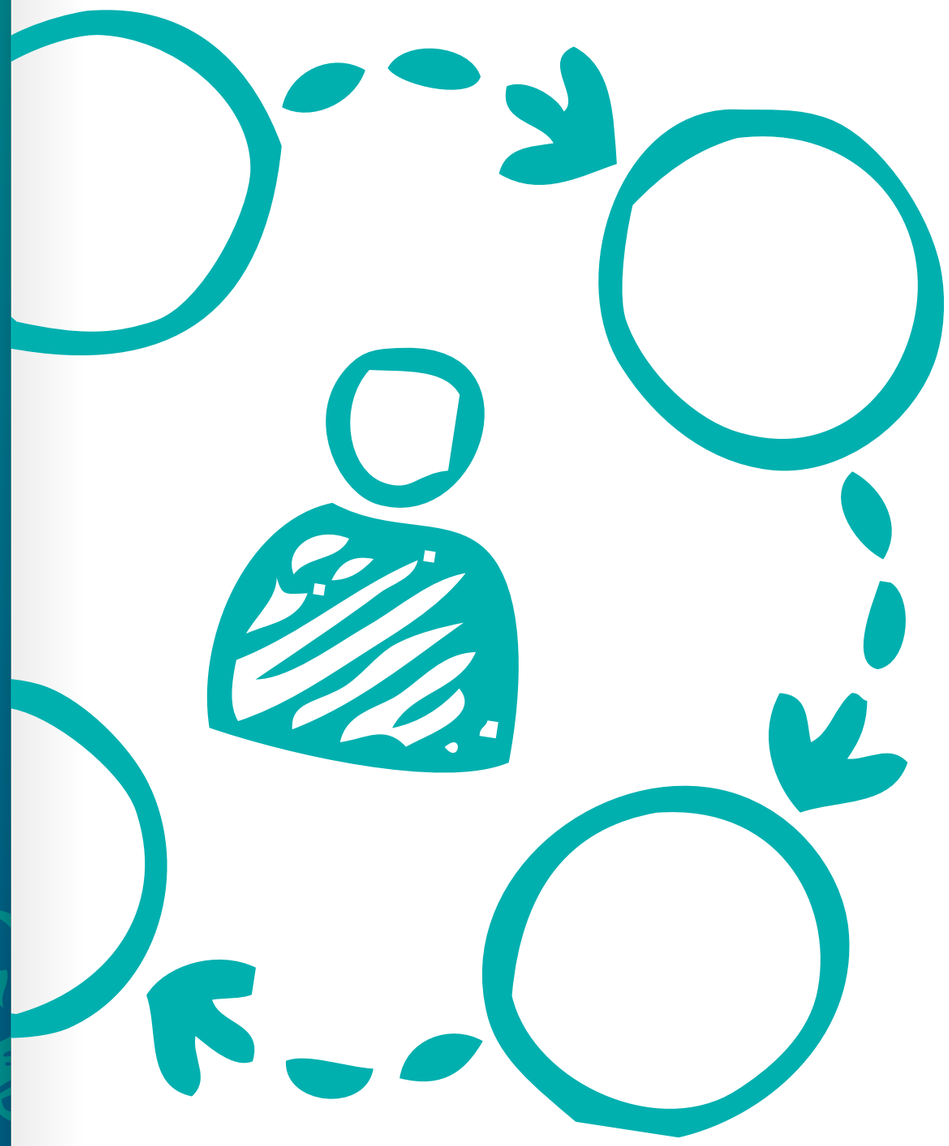
How to Beat the Law of Inverse Visibility:

The Case for Deploying a Transformational Change Diagnostic

pmX program execution



More than ever before businesses are seeking to implement transformational change to keep pace with rapidly changing market conditions, new opportunities and emerging threats.

This change, which often involves new technologies and more advanced operating models, is being driven by strategies focused on delivering sustainable long term growth.

Yet, 70-80% of transformational change programs still fail at the execution stage. Why?

We call this the **Law of Inverse Visibility** - the more visible the project, the less visibility you have into what's going on with it. They're the hardest to monitor and manage.

The first step to overcoming the Law of Inverse Visibility is to perform a Transformational Change Diagnostic designed to help you and your organization bridge the gap between strategy and execution.

How does your business measure up to others?

CLICK HERE TO FIND OUT

The output from the diagnostic is a tailored change management plan identifying critical needs and requirements

- A comprehensive change management and risk mitigation plan
- An assessment of current organizational change capabilities – strengths and weaknesses
- A summary of additional capability requirements with sourcing alternatives and cost indicators
  - HR skills and resources
  - IT systems
  - Other tools

> “Change leadership is going to be the big challenge in the future.”
>
> Dr. John Kotter,
> Professor, Harvard Business School

The business case for deploying the diagnostic is compelling:

Speed to value

- Realize strategic benefits delivered on time
- Drive sustainable, profitable growth based on real business transformation

Control costs

- Eliminate unnecessary change orders and overruns
- Ensure efficient procurement of resources and other external capabilities

Manage risk

- Don’t be a statistic in the 70-80% failure rate
- Beat the **Law of Inverse Visibility**

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The pmX Transformational Change Diagnostic provides the visibility you need

- It provides a consistent approach tailored specifically to your business and your unique strategic goals
- It enables you to understand your organization's critical capability gaps, which will have a direct impact on successful execution
- It equips you with a change plan before you begin to execute

Strategic Goals

- Competition
- Cost reduction
- Customer needs
- Divestitures
- Growth
- Mergers and acquisitions
- New technology
- Quality improvement
- Regulatory change
- Risk management

Desired Benefits

- Better corporate reputation
- Better employee work/life balance
- Greater strategic flexibility
- Higher productivity
- Higher share price
- Improved ability to innovate
- Improved customer service
- Lower operating costs

> "Employee resistance is always in direct proportion to the degree to which people are kept in the dark"

Dean Anderson & Linda Ackerman Anderson,
Change Leaders Network

How does your business measure up to others?

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Benchmark data from CEOs of major global companies provides the basis for developing capability output and requirements

> 60% – 80% of project failures can be attributed directly to poor requirements gathering, analysis and management.
>
> ASAPM (IPMA, USA)

- CEOs understand the root causes and consequences of a failure to execute
- They recognize that it is rarely a poor strategy that leads to failure but more often an inability of the people in an organization to lead and implement change
- The CEOs benchmark data provide key insights in a unique way that can be translated into actionable change planning

Change barriers

The benchmark data relating to change barriers and success factors can be used to identify strengths and weaknesses in your organization.

- Competing priorities
- Lack of change management skills
- Inability to adapt to change
- Inadequate IT support
- Insufficient cross-functional collaboration
- Insufficient training and coaching
- Organizational inertia
- Resource constraints

Critical success factors

Engaging your leaders and employees in the change process is critical – the output from the pmX diagnostic provides you with a plan to make this happen.

- Clarity about priorities
- Employee involvement
- Good internal communications
- Incentives and rewards
- Program management
- Sponsorship from senior management
- Team building
- Training programs

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The 3 steps to complete the diagnostic

STEP 1

Strategic requirements

Conduct assessment utilizing unique pmX Scoring Mechanism tailored to your specific requirements, then determine priorities based on strategic goals, desired benefits, change barriers and critical success factors.

STEP 2

Capability evaluation

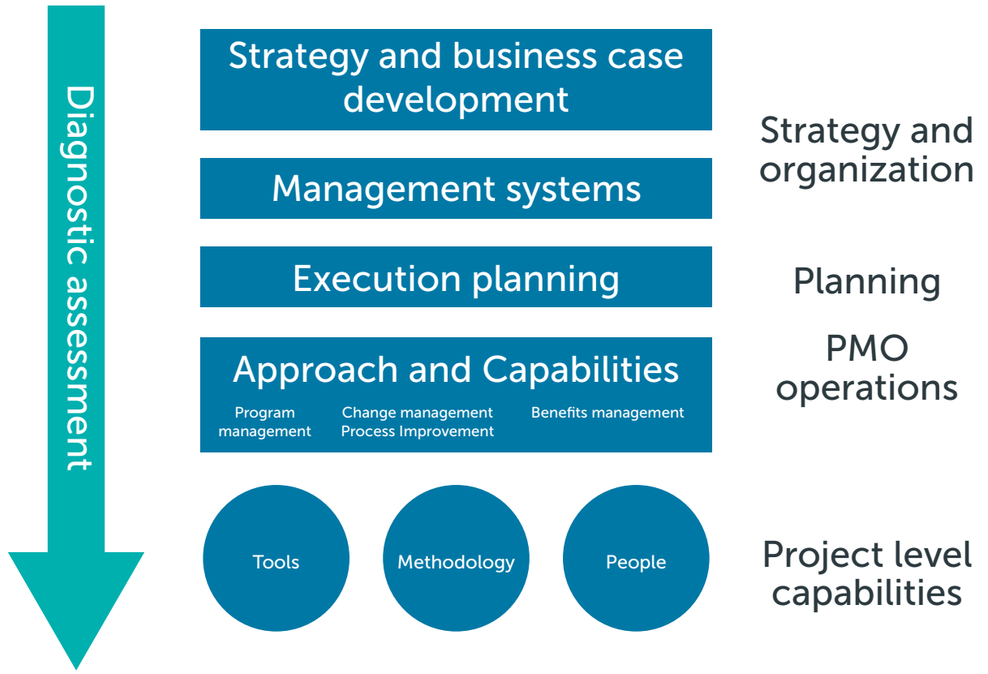
Assess your change capability requirements and develop needs based on strategic initiatives and output from Step 1, then determine priorities using pmX maturity charts to define current state.

STEP 3

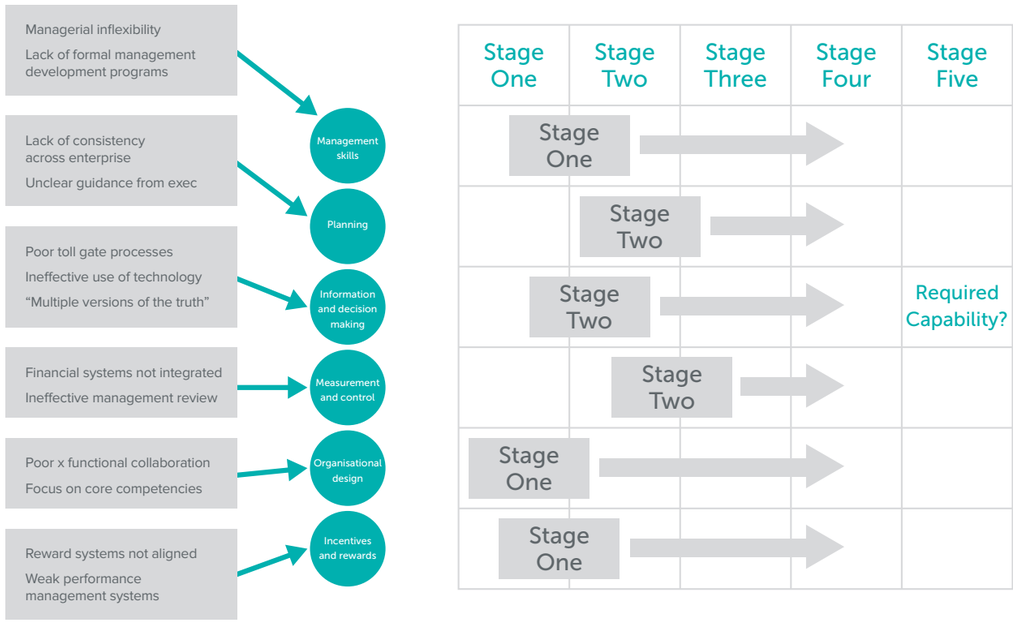
Design and recommendations

Develop detailed change plan and approach with a recommended capabilities and resource delivery model to support successful execution.

Diagnostic Sequence



Maturity Chart



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Get a jump-start on your project now!

- Take the quick and easy 10-point self-diagnostic survey based on the pmX Transformational Change Diagnostic
- See how you measure up to leading global companies and other participants
- Results will be emailed to you

Click here to take the diagnostic

Ready to go deeper? Plan for success with the full service pmX Transformational Change Diagnostic.

- The diagnostic can be performed at the business unit or corporate level; locally or globally
- Each diagnostic typically takes up to 4 weeks to complete all three steps
- We will commit to:
  - Up to 20 executive and process lead interviews (including external parties if required)
  - Before and after round-table feedback sessions
  - Strategy and process reviews
  - A comprehensive report of recommendations

Click here to schedule a meeting with one of our Change Management experts

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pmX program execution

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