

PROCORE®



ConstructionOS

The Speed of Innovation & Mastering the Art of Change

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Presenters



Dave Anderskow
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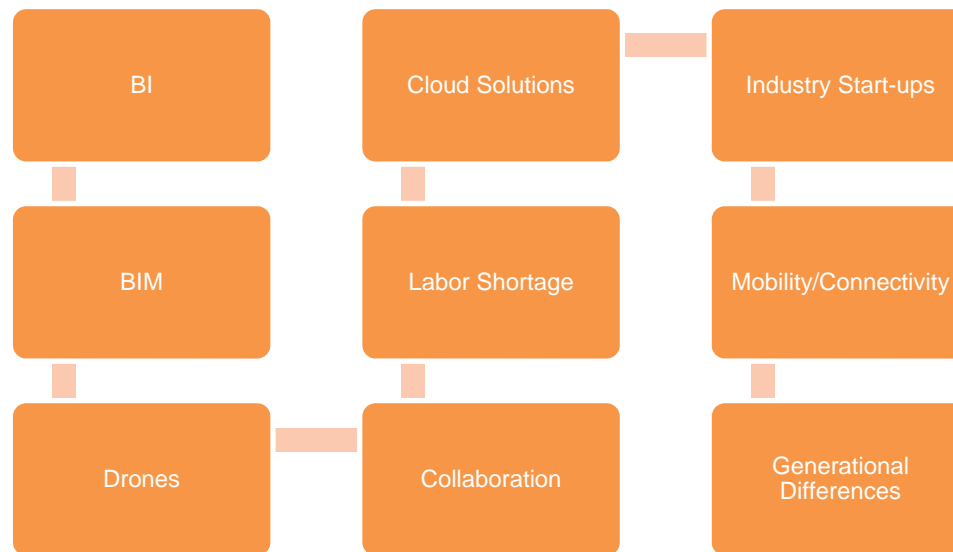


Brad Elson
Sr. Business Advisor
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Agenda

- + Why We Change
- + What We Change
- + How You Make Change Stick
- + Q & A

The Speed of Innovation



The Rate of Failure

McKinsey and Company ... A recent survey of business executives indicates that the percent of change programs that are a success today is... still 30%.

IBM ... Nearly 60 percent of projects aimed at achieving business change do not fully meet their objectives.

Harvard Business Review ... The brutal fact is that about 70% of all change initiatives fail.

Forbes/Towers Watson ... A new study by Towers Watson has found that only 25% of change management initiatives are successful over the long term.

The Culture of Construction

**Could we be more proactive
when working on the Business?**



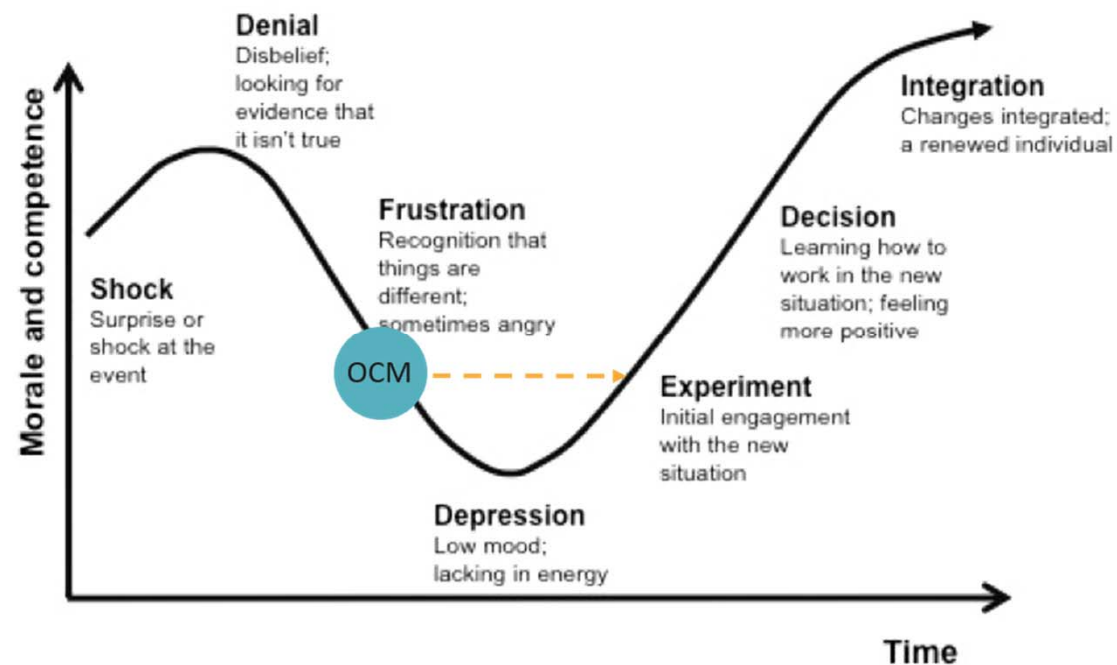
Are You Ready?

CLOSE TO HOME

BY JOHN McPHERSON



The Kubler-Ross Change Curve



Planning for Change

- + Why are you making the Change?
- + Who on your team can make it happen?
- + How long is it going to take and do they have the time?
- + How will you keep your people engaged?

Why?

Can you answer
the question?



Can your team?



Can your
organization?



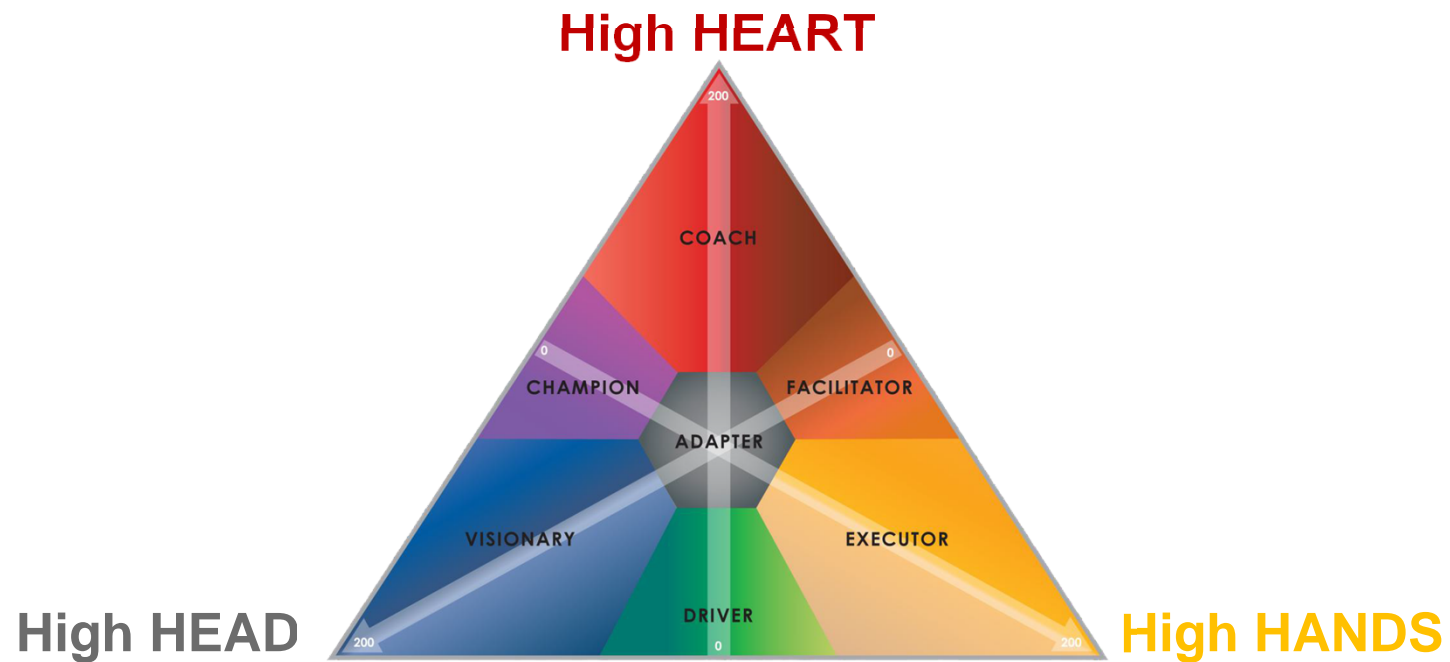
Are the answers the same?

Who is on Your TEAM?

Do you have the right butts in the right seats?



CQ - Change Leadership Style



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Sample CQ Scores

Your CQ Scores:

Your "Heart" Score: 81

Your "Head" Score: 70

Your "Hands" Score: 49

Your Change Leader Style: Coach

Based on your assessment results, you are a Coach. More impacted by the change process. The Coach values and prioritizes engaging others in change, and ensuring people's needs are met in an encouraging, positive, and supportive manner.

Insights for the Coach: You may place more emphasis on working with their accountabilities. To facilitate helping yourself and others, you might consider bolstering your focus on project planning and execution, even more compelling by placing greater emphasis on the communication of the change process.

Your CQ Scores:

Your "Heart" Score: 42

Your "Head" Score: 57

Your "Hands" Score: 101

Your Change Leader Style: Executer

Based on your assessment results, you are an Executer. More focused on the change process. The Executer makes an exceptional project manager. The Executer excels at being dependable, systematic and efficient.

Insights for the Executer: You may fall prey to a "change by committee" approach. The Executer would benefit from making time to look at the future, not just immediate tactical objectives. Balancing attention on the future, they are engaged, would also bolster the Executer's ability to lead the change process.

Your CQ Scores:

Your "Heart" Score: 41

Your "Head" Score: 86

Your "Hands" Score: 73

Your Change Leader Style: Visionary

Based on your assessment results, you are a Visionary. More than any other style, the Visionary focuses on the long-term goals of the change process. The Visionary values and places a high degree of time and attention on the future, exciting and scanning the horizon for what's next, and capitalizing on trends. The Visionary excels at being forward-looking, independent and imaginative.

Insights for the Visionary: In your zeal to move toward new possibilities, you may lose sight of current realities. Adopting a more structured approach to the change process, focusing on delineating specific milestones along the way including timeframes, accountabilities, and resources to meet those objectives, would be a winning tactic for you. Placing more emphasis on communicating with the impacted by the change, ensuring that they are aware and on board, and that you have addressed their needs and concerns, would serve you well so you have partners marching alongside you toward the goal.

Are You Ready?

Duration... of the project and between team milestones

Integrity ... of your team. Do they have the necessary skills to execute the change initiative

Commitment... from your senior leaders and the People impacted by the change

Effort... needed above and beyond during the implementation

DICE Sample Questions & Scoring

1. Will formal project reviews occur regularly?
2. Is the team both highly skilled and highly motivated when it comes to this implementation project?
3. Is Sr. Management's messaging about the implementation consistent, both across executives and over time?
4. How eager and willing are the company's employees to take on the implementation?
5. What percent of increased effort will it take for management and employees to implement the change?

Score Range	Readiness Zone
7 – 14	Win
14.1 – 16.9	Worry
17+	Woe

Are you Talking to Me?

- + Stakeholders and Influencers
- + Lean into the Danger
- + Cadence – Mode – Messenger
- + Create the Loop
- + Repeat



In Conclusion

- + Crystalize Your Vision
- + Put the Right Butts – Right Seats
- + Assess Your Readiness
- + Over Communicate
- + Communicate More

**CHANGE ALMOST NEVER FAILS
BECAUSE IT'S TOO EARLY.
IT ALMOST ALWAYS FAILS
BECAUSE IT'S TOO LATE.**
- SETH GODIN

Q + A



THANK YOU!

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