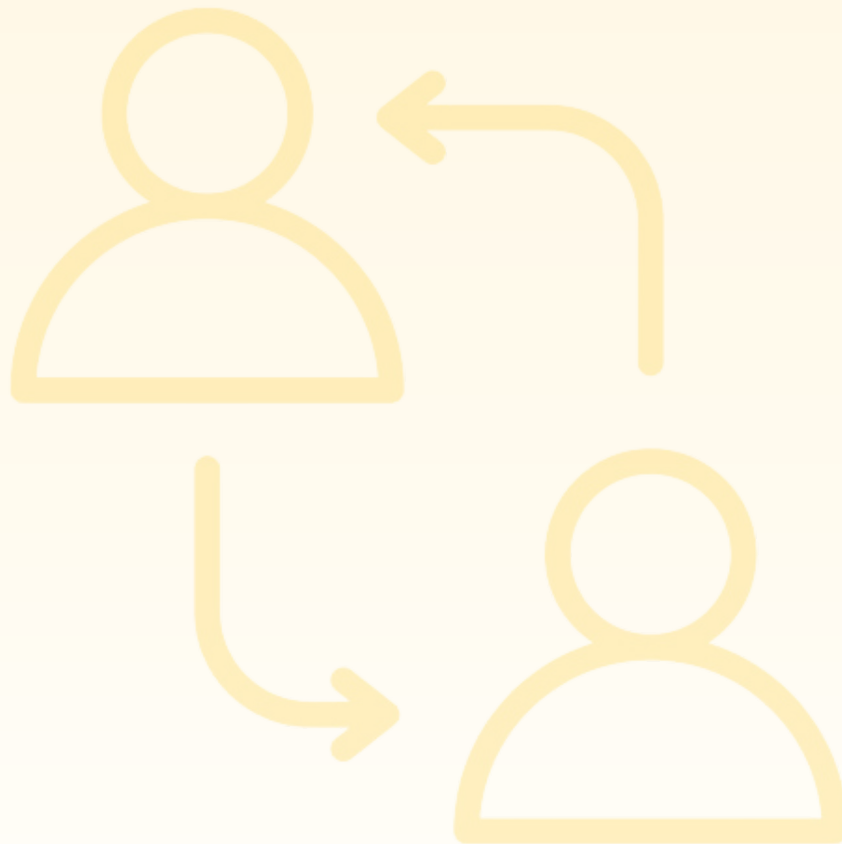


The 5 Shifts

Changing the way we change.

*Why most change initiatives fail,
and how to break the cycle.*



Congratulations!! You have just been asked to lead a change initiative for your division or company!

Woohoo! This is an initiative that really matters, and it will have a significant impact on the success of your organization! Sounds great right? You're excited and you get busy right away by starting your initial planning. You think about your vision, identify your stakeholders, and pull a great team together.

Then suddenly, after about your 5th or 6th planning meeting, you begin to notice that all that initial excitement is starting to wear off. Ultimately, you come to the realization that, "This is really hard!" And so.... you ask yourself, "What do I do now?"

As you probably know, up to **70% of change initiatives fail to produce their desired outcomes.**

In this eBook we will introduce you to the **5 Shifts** that you can make in your approach to leading change that will help you beat these odds. Making these shifts will open up new ways of leading change that produces real business results AND leaves people energized and inspired, instead of defeated and disengaged.

Of course, there are many different types of change.

What we will be discussing are the types of change initiatives where shifts in mindsets and behaviors are required for success. Shaping cultures of quality and safety, equity and inclusion, and customer experience, are all examples of these types of change initiatives.

So, what's the problem?

Many change efforts fail because they are overly "content push focused" and event based. They do not recognize the engagement needs of those who are most impacted. While it may sound a bit basic, it's vitally important to remember that your initiative must focus on the people involved. Without their full commitment to think and behave differently, you risk wasting vast amounts of time and money.

Here are the **5 Shifts** that will enable you to lead change more successfully by changing how we change. Think of these shifts as an interconnected set of principles and actions meant to work

Shift 1

FROM EVENT TO JOURNEY

Shift 2

FROM INDIVIDUAL TO TEAM

Shift 3

FROM TELLING TO LISTENING

Shift 4

FROM INFORMATION TO ACTION

Shift 5

FROM AD-HOC TO CONSISTENT ACCOUNTABILITY



About Larry Mohl

Larry Mohl is the Founder and Chief Transformation Officer at Rali, a company that delivers a groundbreaking Change Experience Platform designed to accelerate change through collaborative group initiatives that drive meaningful impact. Before founding Rali, Larry served as the Chief Learning Officer for globally recognized organizations such as Motorola Cellular, The American Express Company, and Children's Healthcare of Atlanta. Throughout his career, Larry has held senior leadership positions in Change Management, Quality Improvement, Organizational Development, and Knowledge Management. A common thread across all these roles has been Larry's expertise in leading transformative change—navigating the complexities of large-scale, often messy, yet energizing and impactful transformations. With a career deeply rooted in the dynamic nature of change, Larry remains passionate about sharing his insights and fostering conversations with fellow change leaders to refine and enhance the art of leading change effectively.

Shift 1

FROM EVENT TO JOURNEY

Moving from an approach that focuses on **event planning** to an approach that maps out a journey of **Learn, Do, Inspire** activities to create an ongoing rhythm of change.

It is very common for organizations to fall into a pattern of planning events such as kick-off meetings, training classes, and feedback sessions. While having events is necessary, we shouldn't hold on to the belief that "the event" is the same thing as "the change." Events do help us focus our attention on change initiatives, but the actual change is what happens between the events.

The key is to engage individuals, teams, and the larger organization in a process that feels more like a journey. If we adopt the **journey mindset**, we can map out activities, both event based and non-event based, that can be used to create a rhythm of change.

Using the **Learn, Do, Inspire** activities, described on the next page, can help re-frame a normally messy process by recognizing that change happens continuously over time, and not as a result of one or two events.

Questions to consider:

How can you encourage important stakeholders to embrace a journey mindset?

What structures do you have in place to make sure that initial change energy doesn't dissipate?

How can you connect events together to give change a more consistent and ongoing context?

LEARN

Learn activities are designed to create understanding and shape mindsets through interactive discovery and discussion. They enable individuals and groups to explore the “what and why” of core concepts and equip them with the knowledge of what new behaviors look like in their personal world of work.

DO

Do activities are designed to drive action that demonstrates new mindsets and behaviors on-the-job. The built-in opportunity for personal reflection and feedback from others ensures that these actions create moments of learning and growth.

INSPIRE

Inspire activities are designed to enable group members to appreciate the contributions of others, encourage colleagues to keep moving forward, and share stories of struggle and success. Inspire activities amplify the group experience which helps everyone overcome their own obstacles, stay on the journey, and achieve more.

Shift 2

FROM INDIVIDUAL TO TEAM

Moving from an approach that focuses on the individual as the unit of change to an approach that focuses on bringing teams together to learn, share, and take collective action.

Conventional wisdom says that the unit of change is the individual. Therefore, it should logically follow that changing each individual will lead to a collective organizational change. While it is true that individual change is important, there is something much bigger going on.

ALL change is shaped by the culture of your organization. But here's the thing. Change amplifies culture, especially at the team level, and we have found that individuals tend to change within the context of their team. When the culture of the team is healthy, change presents an opportunity for people to grow and work together in a productive way, where they recognize and learn to collaborate with all types of personalities. On the other hand, when the culture of the team is dysfunctional, change will illuminate this dysfunction even further, making change difficult.

For your change to work, you must address the effectiveness of your teams and managers and their ability to navigate the complexities of individual personalities. By approaching change with the mindset that the team is the new unit of change, you will discover fresh opportunities for team learning, sharing, and support that will serve as change accelerants for the individuals involved.

Questions to consider:

How can you ensure that work on team effectiveness is a priority in your organization?

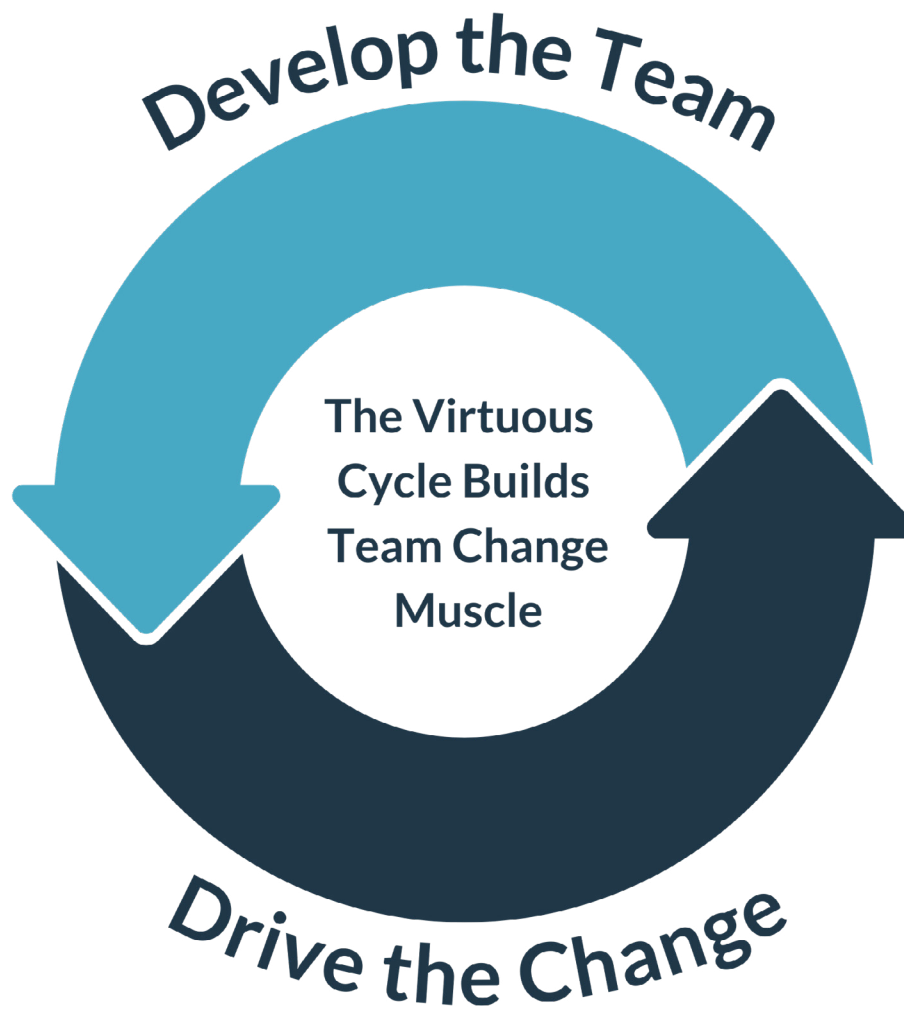
How have teams been prepared to work together during times of change?

How have team leaders and managers been prepared to bring their teams together during change?

Drive Change Success and Ability through a Virtuous Cycle

A tried and true approach is to use personality profiling and team exercises to develop improved communication, collaboration, and conflict-resolution skills, which are all necessary to managing change effectively.

As the team works the initiative or issue needing mindset and behavior change, they apply and further strengthen their team and change skills.



Shift 3

FROM TELLING TO LISTENING

Moving from an approach that centers around telling people what to do and how to do it, to an approach that gives employees a voice in the change process.

Have you ever heard the expression, “People need to weigh-in to buyin?” Change initiatives require the distribution of massive amounts of information in the form of extensive training and communications. Delivery of all this information requires an enormous amount of energy. However, with all this investment, it’s important to remember that information distribution is just the beginning of the process, not the end.

When a new change initiative is introduced, people often feel that the change process is being done “to them” rather than “with them”.

You can probably recall several times in your own career where you felt like you were a “target of change” rather than being a “partner in change.”

If sustainability is our goal, then HOW we make change is just as important as WHAT we change. Rather than simply telling people what to do and why it’s good for them, we must challenge ourselves to move from telling to listening. By listening closely during the process of change, leaders can truly understand how best to provide the support needed to keep the change on track.

Questions to consider:

What can you do to surface unarticulated concerns?

How can you build continuous listening into your change process?

What can you do to ensure employees have a voice during the change process?

Effective listening is...

ACTIVE

People can't always articulate what is at the core of their concerns. Asking questions and going deeper by really listening to the answers is critical. Don't make people feel that resistance is their only choice simply because they are not being heard. When you approach your role as change leader with a curious and listening mindset, you will be rewarded with the insights you need to guide the change.



CONTINUOUS

No matter how much readiness assessment you do as part of your planning process, there will always be unexpected concerns and fears that will surface as people confront the reality of change. Given this, it is extremely important to have a methodology where listening is a continuous activity.



Shift 4

FROM INFORMATION TO ACTION

Moving from an approach that assumes information is being acted upon, to an approach that intentionally creates opportunity for practice and application.

During times of change, the volume of information we receive grows rapidly and it's tempting to assume that information received equals change accomplished. To make matters worse, it is often a natural reaction to send out even more information when things aren't going well, which can paralyze your efforts even further. Rather than sending out volumes of new information, approaching change with an action-oriented mindset ensures that people have an opportunity to practice and demonstrate new behaviors in the context of their day-to-day work.

As we move from information to action, it is important to remind ourselves that trying something new can feel risky and a bit out of our comfort zone. What happens if we try something new and it doesn't go as planned? How will others react? What if we make a mistake?

How these concerns are handled will have an indelible impact on your change initiative. One of the strategies that works well is to create "buddy" or "learning partner" relationship. A learning partner provides a safe environment for trying new things as well as feedback, coaching, and accountability.

Questions to consider:

How can you better equip managers to lead with high challenge and high support?

How can you ensure that on-the-job actions are clear and specific?

How can you make sure that people are not penalized for making mistakes as they try new things?

Where does your initiative fall?

As we outlined previously, individual action is usually taken within the context of a “team.” The key to success in implementing this shift is for team leaders and managers to create the opportunity for action. We have found that most people take action based on what they feel they have been given permission to do by their manager. When managers create opportunity for practicing new behavior and utilize the concept of “High Challenge - High Support” in the process, employees experience growth, forward progress, and success.



Shift 5

FROM AD-HOC TO CONSISTENT ACCOUNTABILITY

Moving from an approach where accountability is left to the discretion of each individual manager to a system of shared, multidimensional accountability.

As a change leader, you have probably asked yourself, “Why won’t people just do this?” One reason is an inconsistent approach to accountability. When people feel that others are being held accountable, they are more open to being held accountable themselves.

The most powerful accountability system occurs when peers and colleagues hold each other accountable. This is a much more effective model than simply expecting someone up the hierarchical ladder to be the sole purveyor of accountability. We have found that shared accountability among peers contains two important components.

- It’s important to have a team see the big picture that they are striving for as well as their role in that bigger story.
- Individuals need the ability to have judgement free, honest dialogue focused on and working towards creative solutions together.

When we approach change as a team focused journey where individuals feel heard and information is converted to action, we have the foundation needed to design accountability systems that people can commit to. This sense of accountability to each other is perhaps the biggest accelerant of meaningful change.

Questions to consider:

How can you assess your culture of accountability and be more prepared for change?

How can you equip team members to hold each other accountable?

How can you help managers build more trust and team accountability?

Looking Below the Surface

So far, we have been discussing the 5 Shifts in how we approach change.

When we fully activate these shifts, the probability that our change initiative will be successful is greatly improved. These shifts are tangible and can be easily seen in action. But what about the intangibles? What about the things we can't see that make the biggest difference?

For us, one of the of the most crucial insights on change comes from well-known change expert, John Kotter, who says, "Behavior change happens mostly by speaking to people's feelings." We wholeheartedly agree with his assessment, and we also believe that two of our most powerful feelings are "fear and "hope."

One common misconception is that somehow, we can "scare" people into making real and lasting change. While fear can play a role in motivating people to start the process of change, hope gives people a meaningful reason to change and helps them overcome challenges that come their way. Study after study has found that using hope over fear produces more change power. Now, we are not saying that we should ignore fear in the process of change. In fact, as we discussed earlier, listening deeply to someone's fears is essential in guiding a change initiative and is incredibly helpful in breaking down individual personalities for improved communication. However, to be truly successful, we need to convert the negative energy fear motivates to the productive energy hope inspires.



Before We Go...

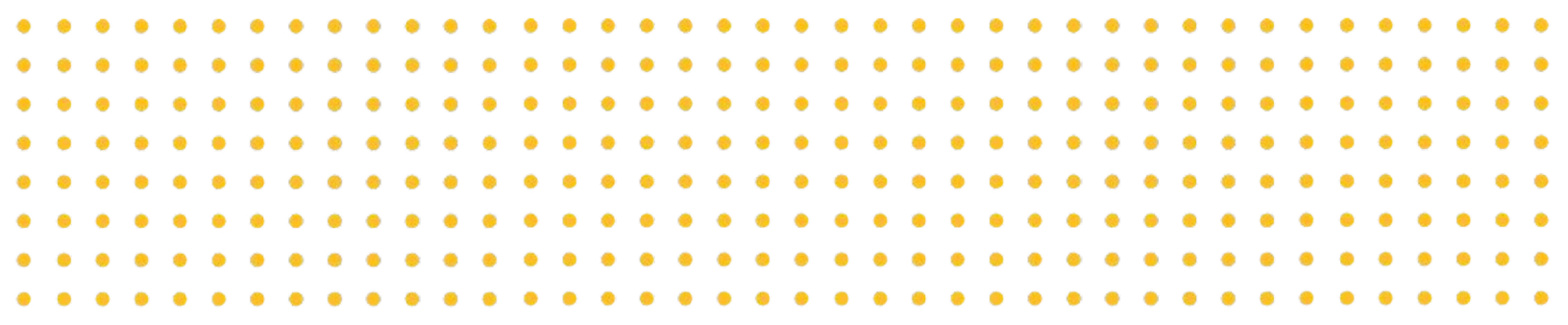
As much as we would all love change to be a simple linear process that logically goes from A to Z, we know it isn't. Change is messy.

Let us repeat that. Change is messy! Being a change leader is one of the most difficult, and potentially one of the most rewarding roles you can have in your career.

Change leaders often assume the role of visionary, project manager, psychologist, communicator, influencer, and problem solver, all rolled into one.

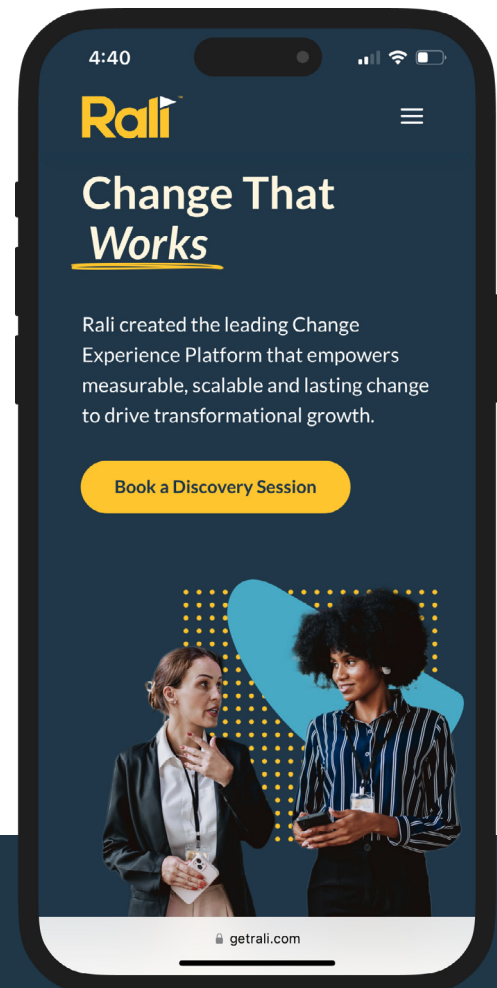
Being engaged in change leadership will definitely stretch all your capabilities. Our hope is that the ideas we have provided in this eBook will provide concrete assistance to help you produce results you can be proud of. The world needs change leaders who know how to create business results and build healthy cultures at the same time.

Good Luck!



How will you drive change at scale?

Join our community of change leaders to find fresh content, best practices and inspiration for your next big initiative.



About Rali

Rali is a comprehensive change experience platform for organizations of any size—an advanced digital engagement system for all of your initiatives, content, coaching, and community. Coupled with intelligent analytics, Rali translates interaction into valuable insight, helping you realize a faster time to impact and lasting change.

The majority of initiatives that rely on employee adoption of productive mindsets and behaviors fail to produce their intended outcomes. It's time to change our approach. Unlike other tools that simply push content, Rali activates employees using an engagement-rich Experience Platform coupled with our proprietary Learn > Do > Inspire change architecture.