

Behavioral Transformation Map

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Version 1.3 / June 2012

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Change Management

- Behavioral Change Management is a relatively old concept which has been developed to help in organizational changes. In order to support change in organizations which are always linked to change in individual behavior we use techniques to identify and support changes in programs and projects.
 - Change readiness assessment to check the status of individuals and organizational units
 - Techniques to identify and manage stakeholders appropriately
 - Design appropriate communications concept to inform on different levels as well as mechanism to identify how effective the communication works
 - Reference groups
 - Coaching of individuals and / or teams to balance new challenges with old traditions and develop a way forward
 - Change Management workshops to mobilize teams to accept the challenges of change
- There are certain common patterns when individuals or teams are exposed to change and there are strategies how to prepare and support this change in a way that it is seen positive for the individual but also for the organization.
- In theory we see **two basic developments** towards a new situation: the commitment path, where individuals see more positive elements when they actively support the changed status - and the "compliance status" where individuals just accept the fact that they have to follow the change but only do so because the only alternative is leaving the changing or changed environment.
- One of the important things to do in change projects is to find out on what track the key individuals and groups in an organization are and to make sure the energy is invested wisely ...
- Our **Behavioral Transformation Map** gives an overview on all areas of change management support and also shows on what management level this support is assigned to.

Scope and Purpose

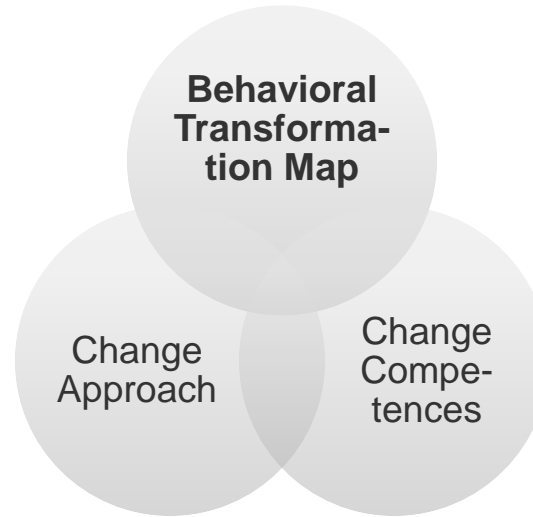
- Scope of the (behavioral) Transformation Map is
 - Change related components for a transformation program / project
 - These components can be integrated in the steady state organization or be temporary depending on site and type of organization
- The “Behavioral Transformation Map” serves the following purpose
 - Overview of major components of behavioral change related transformations
 - Communication instrument for identifying, planning and prioritizing change related tasks
 - Review prioritization on already existing and to be set-up programs based on the components

Typical Application of the Transformation Map

- Mergers & Acquisitions
- Business Reengineering
- Business Strategy Change
- HR Initiatives
- Effectiveness Program
- Cost Cutting Program

Behavioral Transformation Map in the Context

To effectively use the Map a Change Approach and Competencies are required



Behavioral Transformation Map	Change Competences	Change Approach
The Map consists of Components which are structured in “Knowledge Areas” and show on different levels, what has to be considered in Transformation projects	Depending on the planned change different competencies are needed for different roles, e.g. the change leader to succeed	There are different approaches to human change. E.g. a more systemic oriented or more phenomenon driven

Change Competences

As an example [Saville's Wave®](#) provides a tool to assess the most important competencies in order to be a successful change manager. The headlines of these competencies are:

- Creating Innovation
- Building Relationships
- Communicating Information
- Showing Resilience
- Adjusting to Change
- Giving Support

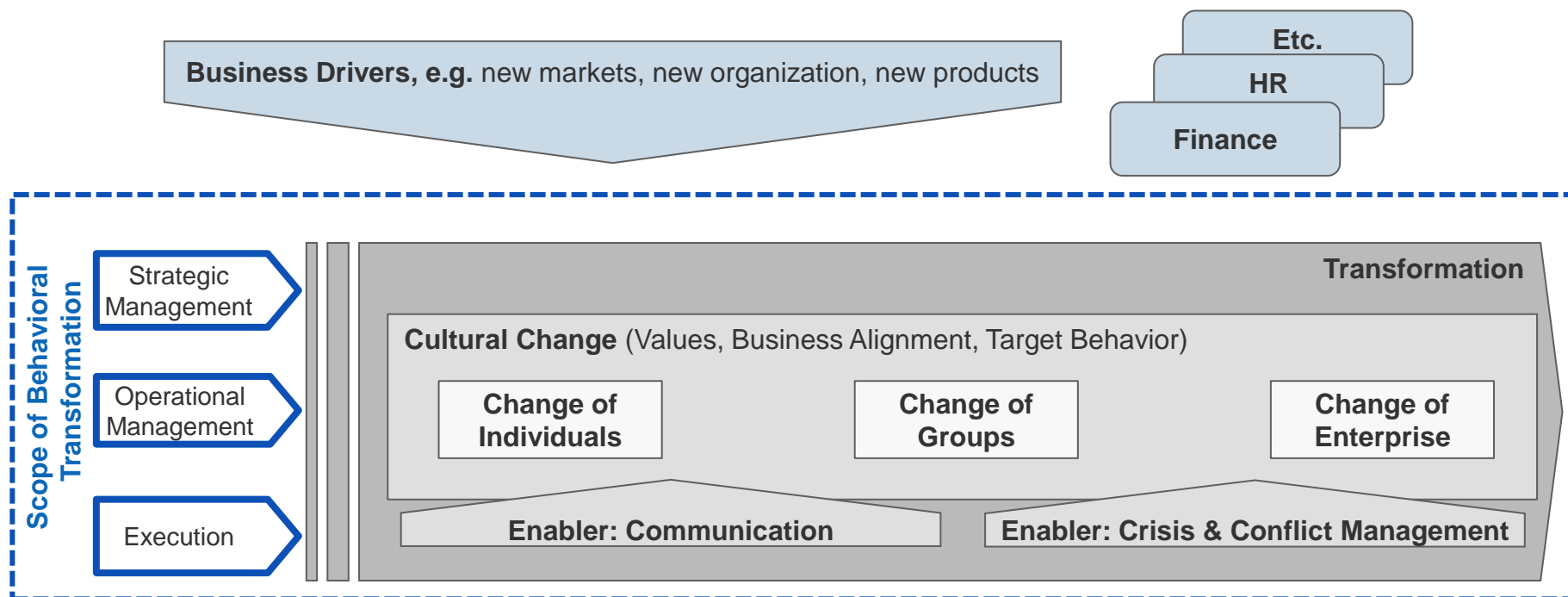
The result of the assessment highlights the change manager's and change agent's awareness of the most important management competencies they have to focus on. It will also speed up the coaching process and strengthen the collaboration of the people who manage the change.

Change Approach

The core of our change approach focus on:

- Enhancing self-awareness and confidence for the people doing the change and those who are affected by
- Enhancing stronger presence and ability to impact others as a change agent
- Increasing the change manager's / agent's capacity to scan, decide and act with clarity and intention
- Do not only concentrate on individual's change, change in group behavior is important too
- Develop stronger relationships between people and between groups
- Help articulate clear and useful feedback on the behavior of others
- Not each individual / team has to be committed to the change, concentrate on key people / teams
- Facilitate organizational effectiveness through systems knowledge and the dynamics of group interaction
- Align HR Strategy and Reward system to the targeted change

Behavioral Transformation Map - Structure



- To grasp the complexity of Behavioral Transformation we distinguish 7 different knowledge areas that are in direct scope and are further structured into
 - Strategic Management
 - Operational Management
 - Execution

Behavioral Transformation Map – Overview

	Change of Individuals	Change of Group	Change of Enterprise	Communication	Crisis & Conflict Management	Cultural Change	Transformation
Strategic Management	Organizational Development Concept			Communication Strategy	Crisis & Conflict Management Model	Value Management & Cultural Vision	Transformation Strategy
	Link to HR Strategy & Business Plans				Crisis, Conflict Detection and Escalation Strategy	Business Alignment	Readiness Assessment
Operational Management	Coaching, Training & Development Resources Management			Communication Channels	Early Warnings Management	Planning and Management of Interventions	Transformation Management
	Process and Job redesign				Communication Planning	Conflict / Crisis Management Capacity	Target Behaviour Management
	Assessment Model for Individuals	Collaboration Models		External Assessment		Reporting	Maintain Change Concepts
	Individual Development Plans	Group Value Management	Survey Management				
Execution	Personal Coaching Sessions	Group Coaching and Supervision	Large Group interventions	Content Preparation	Mediation / Coaching	Perform Interventions	Perform Workshops, Interviews and other Interventions
	Act as Role Model Appraisal Interview						
	Intervision (Individuals and teams organize themselves)		Run Reference Group(s)	Feedback Management	Long term Intervention		Training

Behavioral Transformation Map – Change of Individuals

◀	Change of Individuals	Components which deal with the support of behavioral change on individual level
Strategic Management	Organizational Dev. Concept	Concept which describes the objectives and approaches for organizational development be it on a day-to-day basis are combined with transformation programs.
	Link to HR Strategy & Business Plans	Making sure the transformation is linked to values, target behaviour, incentive programs and objectives for individuals and reflected in annual plans in a meaningful way.
Operational Management	Coaching, Training & Dev. Resources Mgt	Set-up and maintain a network of external or internal trusted individuals who support in HR consulting, coaching and training for general people development but also for dedicated support in transformation programs.
	Process and Job redesign	Assessment of new or changed roles in the steady state organization required to support the transformation. Design process adaptations and structural changes which can lead to new/changed jobs. Draw up job descriptions and perform implementation.
	Assessment Model for Individuals	For recruitment and personal development assessment model are used to obtain information for the selection or further development of individuals. In transformation processes this instrument can / should also be used for the transfer of individuals to new positions. (potentials!)
	Individual Development Plans	Existing individual development plans should be assessed and aligned with the requirements and opportunities coming out of a transformation program.
Execution	Personal Coaching Sessions	To support individuals in their personal behaviour change coaching is a key component during transformations but also in the daily operational business. Coaching means support in new roles, developing personal strategies how to deal with (own) resistance, etc.
	Act as Role Model Appraisal Interview	Individuals should act as role model and their managers will motivate them to do so. In appraisal interviews managers will assess the behaviour, find out where he / the organization can / should support the individual and how expected behaviour will be rewarded.
	Intervision (Individuals and teams organize themselves)	Intervision is an approach where individuals and teams can organize themselves and use proven techniques to analyse conflicts, search solutions for individual or team related problems. These techniques can either be introduced or, if already in place, used to support transformation.

Behavioral Transformation Map – Change of Group

◀	Change of Group	Components which deal with the support of behavioral change on group / team level
Strategic Management	Organizational Dev. Strategy	Concept which describes the objectives and approaches for organizational development be it on a day-to-day basis are combined with transformation programs.
	Link to HR Strategy & Business plans	Making sure the transformation program is linked to values, target behaviour, incentive programs and objectives for teams and is reflected in annual plans in a meaningful way.
Operational Management	Coaching, Training & Dev Resources Mgt	Set-up and maintain a network of external or internal trusted individuals who support in HR consulting, coaching and training for general people development but also for dedicated support in transformation programs.
	Process and Job redesign	Assessment of new or changed roles in the steady state organization required to support the transformation. Design process adaptations and structural changes which can lead to new/changed jobs. Draw up job descriptions and perform implementation.
	Collaboration Models	Model(s) which describe what kind of collaboration is expected, how "good" collaboration will be rewarded, what criteria for selection of managers / facilitators will be applied to support collaboration. Also, openly show conflicting goals between individual and team performance and how these will be resolved. How will coaching be used on day-to-day basis.
	Group Value Management	Develop team / group values within the team(s). Think about management style, team dynamics, mutual trust, performance, measurement of values, conflicts, purpose of team, etc.
Execution	Group Coaching and Supervision	To support groups in their development / conflict resolution, group coaching / supervision is a key support during transformations but also in the daily operational business. Coaching / Supervision stands for support in managing conflicts, improve relationships, build up mutual trust and develop team strategies for handling change (resistance) and conflicts.
	Intervision (Individuals and teams organize themselves)	Intervision is an approach where people who want to reflect their behavior or conflicts with others in a self organized group. For initialization a coach or supervisor can assist but on the long run such groups run independently

Behavioral Transformation Map – Change of Enterprise

◀	Change of Enterprise	Components which deal with the support of behavioral change on enterprise level
Strategic Management	Organizational Dev. Strategy	Concept which describes the objectives and approaches for organizational development be it on a day-to-day basis are combined with transformation programs.
	Link to HR Strategy & Business Plans	Making sure transformation programs are linked to values, target behaviour, incentive programs and objectives for teams and organizational units in annual plans are linked in a meaningful way.
Operational Management	Coaching, Training & Dev Resources Mgt	Set-up and maintain a network of external or internal trusted individuals who support in HR consulting, coaching and training for general people development but also for dedicated support in transformation programs.
	Process and Job redesign	Assessment of new or changed roles in the steady state organization required to support the transformation. Design process adaptations and structural changes which can lead to new/changed jobs. Draw up job descriptions and perform implementation.
	Collaboration Models	Model(s) which describe what collaboration is expected, how “good” collaboration will be rewarded, what criteria for selection of managers / facilitators will be applied to support collaboration. Also, openly show conflicting goals between individual and org. unit performance and how these will be resolved. How do we use coaching on a day-to-day basis.
	Surveys	Based on the desired change objective(s) performance surveys can be developed and carried out on a regular basis. General types of reports would be on value development, key goal indicators (KGI) or key performance indicators (KPI).
Execution	Large Group interventions	To mobilize a large group, to provide information, develop strategy, analyse current situation, define common values and goals, large group intervention can be used.
	Run Reference Group(s)	When transformation programs are performed we should know how parts of the organization are impacted which are not directly embedded in the program. This helps to shape communication and change interventions.

Behavioral Transformation Map – Communication

◀	Communication	Components which deal with information transportation and feedback mechanisms during transformation programs.
Strategic Management	Communication Strategy	Describing communication objectives with target people / teams in different cases and environments. Showing the link to the day-2-day communication, synchronize with already implemented corner stones. Describing the core communication objectives for the different target groups. Gives guidelines how to address cultural differences, different languages, etc.
Operational Management	Communication Channels	Identification and management of available and additionally needed channels / platforms. E.g. print media, mass mailing, web platform, social media, etc.
	Communication Planning	Schedule communication events together with communication channel, target group, required preparation and feedback gathering. Define criteria for successful (effective communication).
	Surveys	Based on performed communications, surveys will be prepared and carried out to collect feedback and measure effectiveness of communication.
Execution	Content Preparation	Prepare content, perform review cycles and distribute content over the selected channel(s). Control whether information has reached the target groups.
	Feedback Management	Perform feedback collection using the defined channels (formal and informal); consolidation of feedback and performing statistical analysis.

Behavioral Transformation Map – Crisis & Conflict Mgmt

◀	Crisis & Conflict Management	Components which support crisis and conflict resolution that could show up during a behavioral transformation.
Strategic Management	Crisis & Conflict Management Model	A high level model which describes how conflicts and crises management plans to deal with conflicts and crises. What are accepted approaches to deal with such phenomena. What is the overall governance for conflict and crises resolution on different management levels.
	Crisis, Conflict detection and escalation strategy	Detection system for early warning signs of conflicts & crises. A strategy which describes how such a system works either for a particular transformation program or for a steady state operation. Furthermore an appropriate escalation model that describes what management levels should be involved at what point in time.
Operational Management	Early Warnings Management	Day-2-day management of these early warnings signs. Be it a simple periodical reporting system or a high tech system which analyses social media content. This component also makes sure the learning is fed back to the cultural development and other related components.
	Conflict / Crisis Management Capacity	Preparing the enterprise to have well trained and experienced conflict managers and crisis managers ready. Agreement on common approaches and possibilities how these individuals can act as “early warning detectors” within the organization during a transformation.
	External Assessment	Prepare partnership with external assessment specialists who can act as an independent consultants in the area of conflict & crisis management.
Execution	Mediation / Coaching / Interventions	Mediation, crises coaching and other interventions which support conflict & crisis management. This is seen in the context of the transformation program and is coordinated by program management.
	Long term Intervention	Identification and preparation of longer term interventions which can lead to changes in the (program) organization, training initiatives, recruiting or cultural development.

Behavioral Transformation Map – Cultural Change

◀	Cultural Change	Components which support cultural change during a transformation program.
Strategic Management	Values & Cultural Vision	Analysing the currently valid / lived values and developing new target values as basis for the transformation program. Describes the target culture i.e. the newly expected behaviour of the different levels in the enterprise.
	Business Alignment	Aligning business requirements and constraints with the cultural initiative. Periodically check of alignment and assessment of overall impact based on several pre-defined use cases.
Operational Management	Planning and management of Interventions	Translation of cultural vision and values into concretely planned interventions. Definition of tools and techniques which will be used to mobilize cultural change.
	Target Behaviour Management	Working on the awareness and implementation of the expected target behavior on specific cases. This includes planning and monitoring awareness sessions as well as cultural and target behavior workshops.
	Reporting	Defining measurement criteria and set-up reporting mechanism to transparently show the progress in cultural change and provide a basis for steering measures.
Execution	Perform Interventions	Perform Interventions e.g. organise awareness sessions, perform target behavior workshops, provide coaching on different level and give structured feedback.

Behavioral Transformation – Transformation

◀	Transformation	Components which deal with the management of the overall transformation.
Strategic Management	Transformation Strategy	Overall strategy for a particular transformation initiative / program defining overall objectives, providing a change vision and compelling story. Identify key change roles, change management team, naming change leaders and expectations towards management, teams and individual level. Give an idea how to deal with resistance and the identified change related risks and opportunities.
	Readiness Assessment	Develop and perform Change Readiness Assessment (CRA) on different levels to obtain a more objective picture to what extend individuals, groups/teams and entire enterprises are ready for a planned or already running change. → see simple CRA from november ag. (Can also be combined with a program health check)
Operational Management	Transformation Management	Planning change related milestones and activities aligned with overall program / project or initiative. Arrange user involvement and identify needs, issues and requirements. Managing, coordinating and reporting against the planned transformation milestones and activities.
	Establish Leadership	Identify, motivate and put in charge the necessary leadership to support and drive the change. Develop change contracts between initiator of the change and the change leader. Make sure leadership comes from all major parts (organizational units) and that they collaborate effectively.
	Maintain Change Concepts	The organization needs a theoretic concept around the understanding of change. E.g. organizational complexity as a basis of change; programmed and organic change processes; levels and forms of resistance to change; change seen in a strategically perspective, phases in the change process; the meaning of relations in the change process; the paradox of change
Execution	Perform Workshops, Interviews and other interventions	Carry out overall co-ordination tasks to ensure good alignment of the various transformation disciplines.
	Training	Offer and perform trainings for the various transformation disciplines e.g. verbal communication, communications strategies, communication to people with other cultural background, to support individuals in dealing with new (personal) challenges and managers how to detect risks and to become / remain authentic in management style, to support individuals / teams in dealing with team challenges and managers how to develop performing teams; to support individuals in dealing with new (personal) challenges.

Behavioral Transformation Map – Temp vs. Steady State

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Temporary

Steady state

The above transformation heat map shows an example what components are established “steady state” in an enterprise and which are being “temporarily” installed during a transformation program

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