

NOBΞ

Innov8rs Miami 2019

Surviving Change



Remix

February 5, 2019

# Hello you look nice

01

Change is natural







Organizational change  
is individual behavior...  
at scale

# Change Framework



A horizontal sequence of five colored circles representing the steps of a change framework. The circles are red, yellow, light gray, orange, and dark blue, arranged from left to right. Each circle contains text describing a step in the process.

Map the  
trajectory

Define  
Behaviors

Address  
Loss

Make a  
Plan

Communicate





02

Change is social



# Champions



# Cynics





# Fence sitters





# Let's play

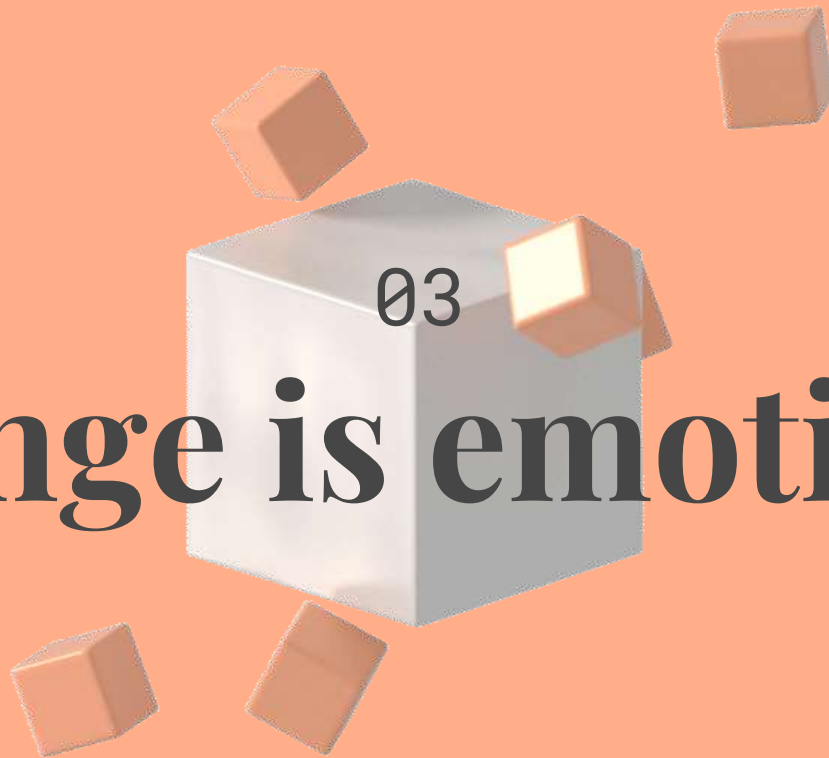
## Your Turn

1. **Choose.** Secretly choose two people.
2. **Triangulate.** Make an equilateral triangle with those two people. No talking, no touching!
3. **Move as needed.** Keep moving to stay in your triangle.



03

# Change is emotional





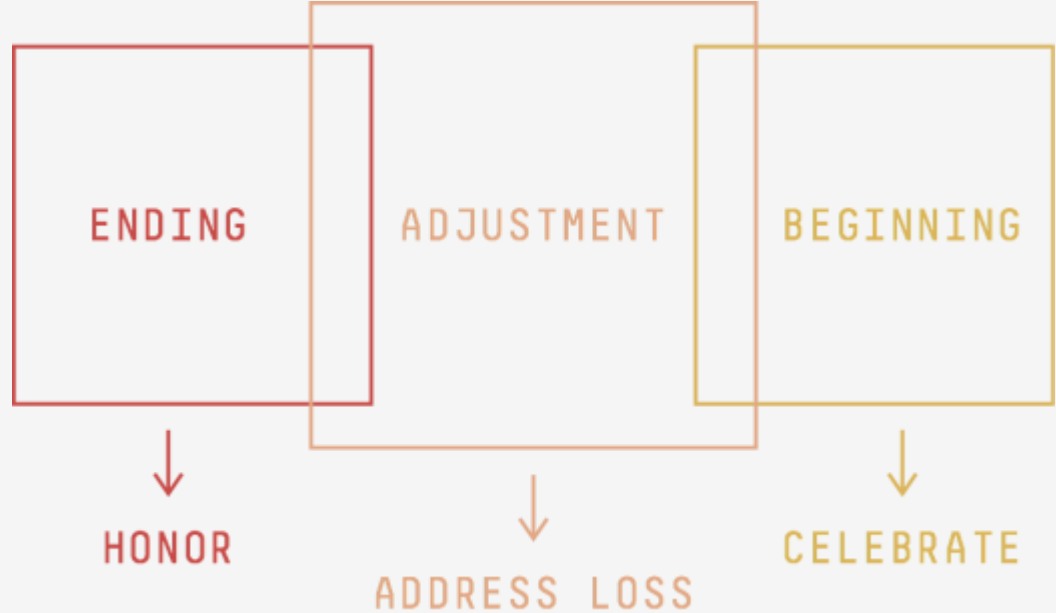








Change  
has  
3 phases





# Loss of Control



# Loss of Pride





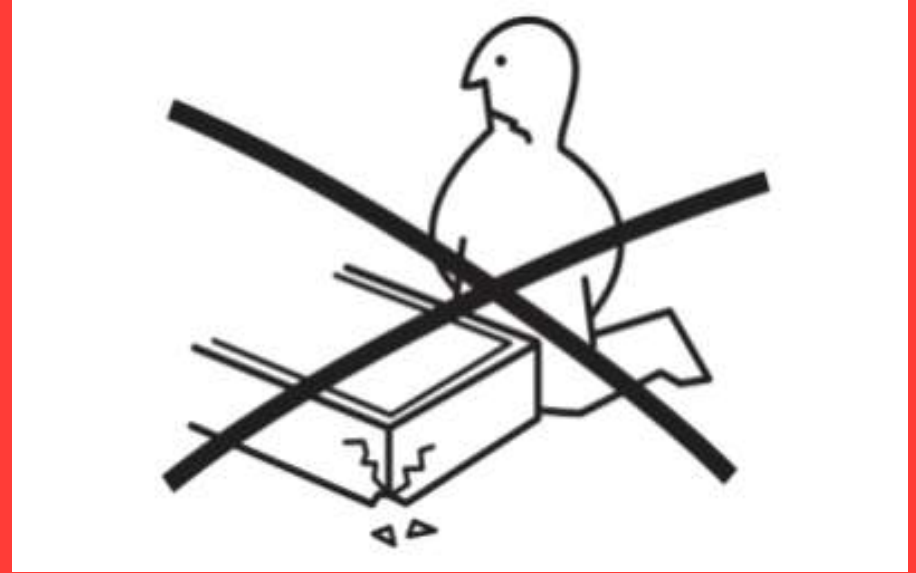
# Loss of Narrative



# Loss of Time



# Loss of Competence



# Loss of Familiarity



# LOSS

Control

Pride

Narrative

Time

Competence

Familiarity

Avoid This	By Doing This	And make a Plan	
Loss of Control	Have I left room for choice wherever possible?	Things people can choose about this change:	My very next step:
Loss of Pride	Have I given credit and gratitude to the people who got us to today?	<i>People/Departments to publically honor:</i>	
Loss of Narrative	Have I offered a story that is congruent with previous narratives?	<i>Things we did right given the information we had:</i>	
Loss of Time	Have I taken away responsibilities as I've added more?	<i>Removed/Back-burnered projects and focus areas:</i>	
Loss of Competence	Have I outlined new skills needed and sourced support?	<i>Most likely underdeveloped skills:</i>	
Loss of Familiarity	Have I shared a timeline for what's changing and highlighted what will stay the same?	<i>Familiar things people can count on:</i>	





WE COACH ORGANIZATIONS THROUGH CHANGE

# We help ambitious leaders accelerate transformation.

NOBL

## Leadership Training

“I need to accelerate our growth in a targeted area.”

## Offsites and Workshops

“I need a catalyst moment to rethink the way we work.”

## 90 Day Change Sprints

“I need rapid organizational change.”

WHAT WE'VE HELPED CLIENTS ACHIEVE

# Some results we've produced.

NOBL

- Uncovered **\$15MM** in new revenue
- Increased overall productivity by **27%**
- Launched an **innovation squad** and pipeline in under a month
- Avoided a painful and unnecessary reorg
- Increased work-life balance by **26%**
- Increased candor by **65%** within four months
- Increased alignment across global divisions by **140%**

## Final words

Change is our natural -

Make it an improvement

Change is social -

Make it easy to adopt

Change is emotional -

Honor the work that's gone  
before



**Don't be a stranger**  
**kim.perkins@nobl.io**

## The NOBL Change Model



**GOAL:** Uncover conditions in the organization using interviews, surveys, retros, offsites, and benchmarking

**PRIORITIES:**

Truth > formality  
Variety > exhaustiveness

**GOAL:** Align senior leaders on the need for change, the problem(s) requiring change, the process for changing, (but not yet the solution(s))

**PRIORITIES:**

Empowerment > control  
Participation > efficiency  
Hands-on learning > directed problem solving

**GOAL:** Empower pilot groups to create and test minimum viable solutions to the problem(s)

**PRIORITIES:**

Ease of testing > politics or perfection  
Alignment on problems > alignment on solutions

**GOAL:** Create a workbook of new practices and formally adopt it as new way of working

**PRIORITIES:**

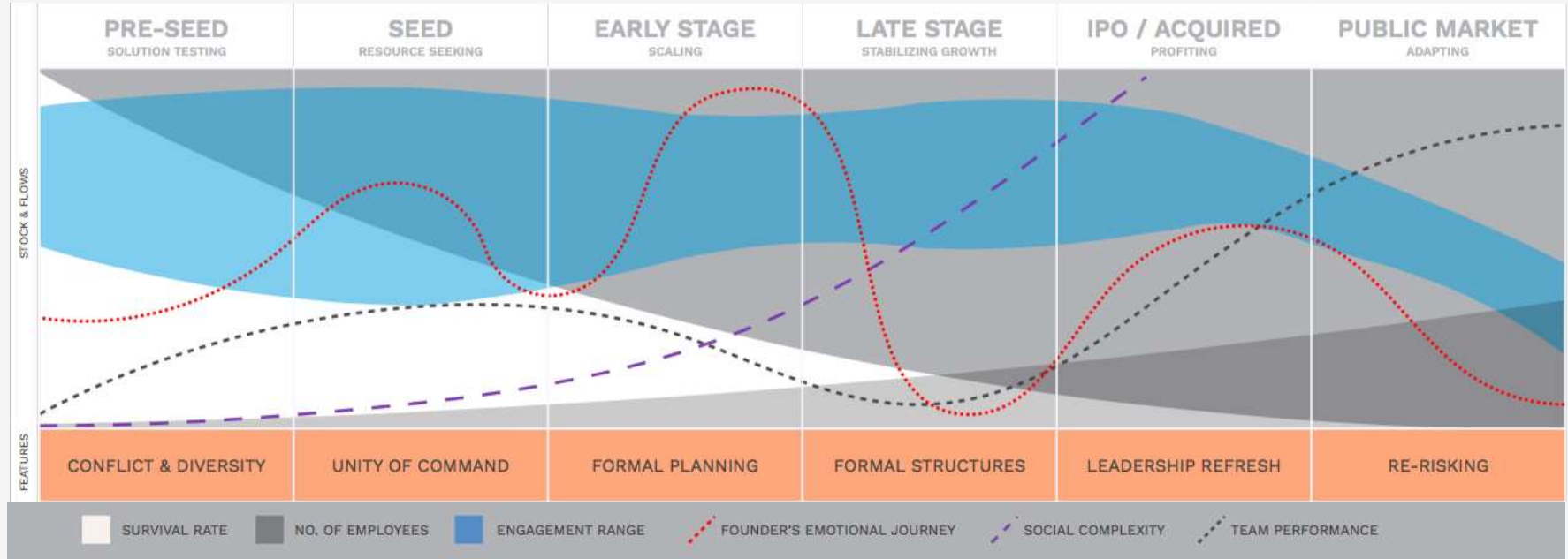
Consent > consensus  
Safe to try > perfect

**GOAL:** Disseminate practices throughout the organization

**PRIORITIES:**

Customization > standardization  
Continuous change > stability and consistency

# Cultural Maturity Model





Nope	“How long can I NOT change before anyone notices?”		“You know what I heard?.....”
	“This is just a fad. I’m sure we’ll be on to the next thing soon”		
“I need more information”			
“I’m just trying to be realistic”	“I still haven’t made up my mind....”	“I missed that meeting....”	“That’s not how we do things here...”
“When can we go back to the way we used to work?”		“This will never work”	