



## Implementing Change in Organizations – Why is it so hard?

Change is perhaps the only constant in life and in business. Today's realities force us to constantly improve how we do business. Organizations must be able to effectively implement the internal changes that expand their goals and improve the way they do business – and do so quickly. Yet, depending on which researcher you read, 50-85% of all organizational change initiatives fail.

Ineffective implementation prevents needed, well-analyzed, and technically appropriate changes from achieving their potential value; instead they are wrecked on the rocks of employee apathy and even hostility.

Change initiatives fail not for lack of need, not for lack of technical excellence, but for underestimating the effect that a change has on people and that people can exert on a change.

- How often does that wonderful software designed to improve practice, streamline operation, or improve analysis and reporting end-up as a “flavor-of-the-month” failure?
- How many times have you heard, “that’s not the way we do it”?
- How frequently have you seen heads nod in agreement at a proposed change initiative, only to be followed by complete inaction?

It is tempting to believe that we can make the changes that are vital to our organizations by simply modifying organizational charts or improving processes or adding new technologies. Although it might include new technology or new processes or new organizational structure, in fact organizational change is more than any of these alone or in combination. It is fundamentally a change in people. Organizations change when people in them change, when people think differently about their work and approach their jobs in new and creative ways.

## What is the Tipping Point?

The Tipping Point can help stem this tide of failure. It is an exciting new model of change. It is a dynamic and systemic model that helps us understand how change happens and how to create positive change and lasting results. Inspired by lessons learned from organizational theory, systems thinking, and public health, it is based on “real world” experience. It provides a focus for dialogue that helps teams learn from one another and improve their change implementation strategies.

The Tipping Point goes to the heart of successfully implementing organizational change – the people. It provides a new model of change – recognizing that change happens when people change and they move from being disconnected to committed to that change. The simulation provides the framework to make that change happen.

The Tipping Point simulation has been used in a facilitated workshop setting by companies and business schools across the country to help people learn a fresh view of change and improve their implementation – and their success rate. The simulation has also profited from this use: feedback from teams who have used it over the past four years has been used to hone and improve it.

### The Tipping Point Advantage

- A fresh new model of change that concentrates on creating an environment that supports people making change.
- A computer simulation that focuses dialogue among teammates to create a shared vision on implementing a change.
- A tool to help people discover effective – and cost effective – change implementation strategies.
- Real learning in real time that leads to real business results.



The Tipping Point workshop's strongest feature is its ability to focus open dialogue between team members. This conversation helps people learn from one another. They see each other's viewpoints, and gain a common mental model of the real-world problem at hand.

This common understanding provides a richer, more complete view than any the individual stakeholders previously held. Sharing a more complete mental model increases the probability of success for any organizational change.

## How can it help me?

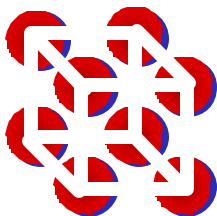
*"Deploying technology without changing process and organization will create little impact -- and it often brings negative consequences. Naked technology wipes out productivity improvements, hurts return on investment, and dulls the bright edge of well-conceived strategies."*

— George F. Colony, CEO, Forrester

What does this mean for you? Coupling the Tipping Point facilitated workshop with your product can improve the success of its implementation and provide you with a competitive edge in your market by showing up front that you understand implementing change is not just about new processes, new software, or new hardware. You've moved beyond the competition to bring a successful implementation strategy to your customer. You can achieve improved product effectiveness and successful implementation, reduce time to implement and improve overall customer satisfaction with your product. The Tipping Point simulation can complement any product implementation. Using your trained instructors or independent contractors, you can reduce implementation time and increase overall satisfaction and long term success rate by providing Tipping Point workshops with your product package.

## Learning through Action works

The Tipping Point is effective because the facilitated workshop gets people involved. It's fun. The simulation is engaging to play with. The competition built into the workshop adds a dimension that increases people's involvement. While devising strategies to beat other teams, participants discuss their ideas and hidden assumptions about organizational change. Once people are involved and thinking about change strategies, they can have a more serious discussion on implementing change in their organization. This helps teams form strategies that are richer and understood fully by the entire team. Real learning in real time leads to real business results.



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*Learning through Action Workshops*

## Who Should Attend

Managers and change leaders implementing a change initiative and employees affected by it. Two examples are IT managers preparing to implement new enterprise-wide applications along with employees expected to use it, or sales and marketing managers trying to propagate new tools and procedures to a global sales force with representatives of the sales team.

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