# Analyste d'Affaires, Agent de Changement dans un Contexte de Transformation

**Bruno Collet**
*Agile Leader Academy*

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IIBA® Montréal Section

Agile Leader academy

www.agileleader.academy

# The success rate of major change programs is 30%

Source: McKinsey

# Linear change vs. Transformation

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# A real-world story

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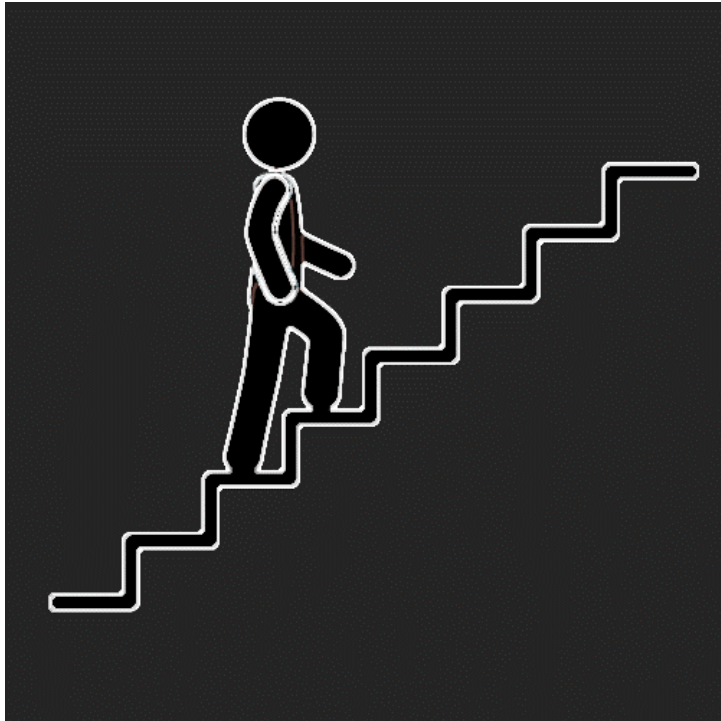# How to discover why people behave the way they do

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# How to design powerful change strategies that influence key behaviors

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# Good practices and pitfalls

# Change is linear
# Transformation is complex/chaotic





Who would like to share stories that illustrate the difference?

# Exercise: Linear change vs. Transformation

# Linear change initiative vs. Transformation

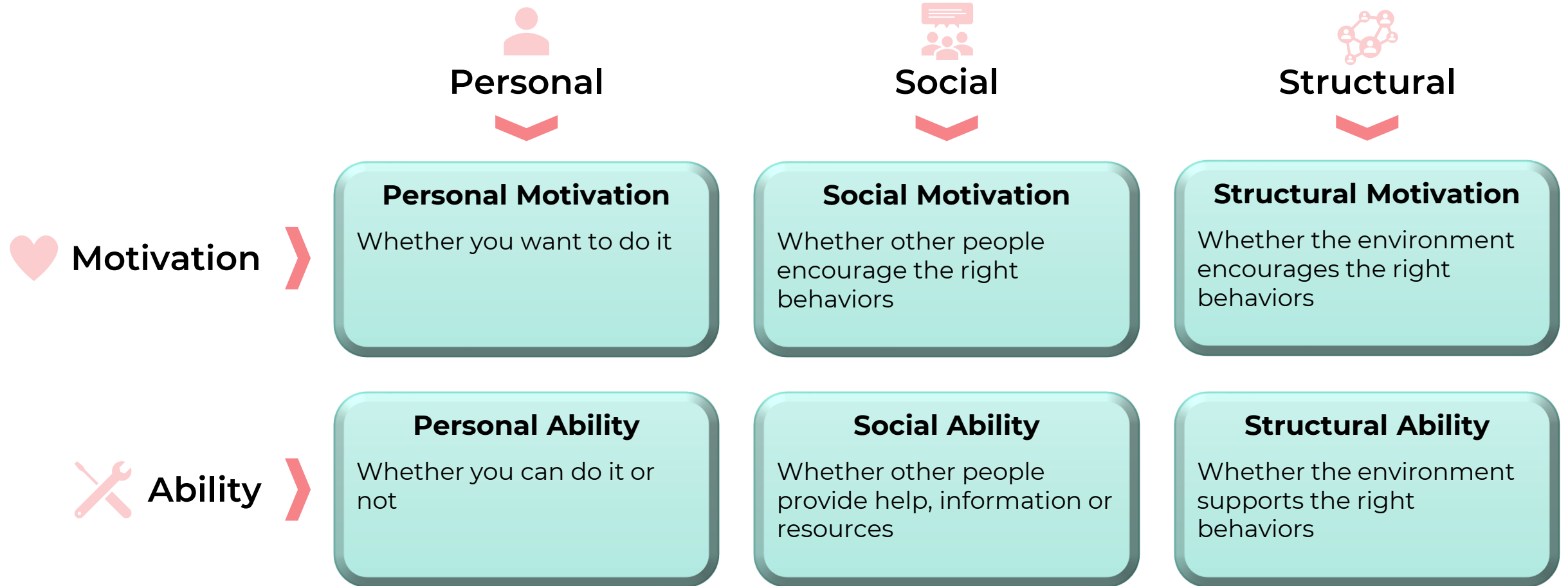| | Linear change initiative | Transformation |
|---|---|---|
| **Purpose** | The how<br>Discrete improvement | The why and what<br>Existential threat / opportunity |
| **Led by** | Plan | Vision |
| **Organizational scope** | Local & specific | Organizational & systemic |
| **Depth of change** | Ways of working | Culture, identity |
| **Uncertainty** | Mostly predictable | Mostly unpredictable |
| **End point** | Predefined point B | Emergent "zone B" |
| **Employee role** | Object of change<br>"Change group" encourages adoption and fights resistance | Subject of change<br>Employees are change agents |
| **Process** | Method-based<br>Linear: plan-execute-finish<br>Control, risk management | Mindset-based, Co-creation<br>Non-linear: emergence, experimentation |

# It's not personal

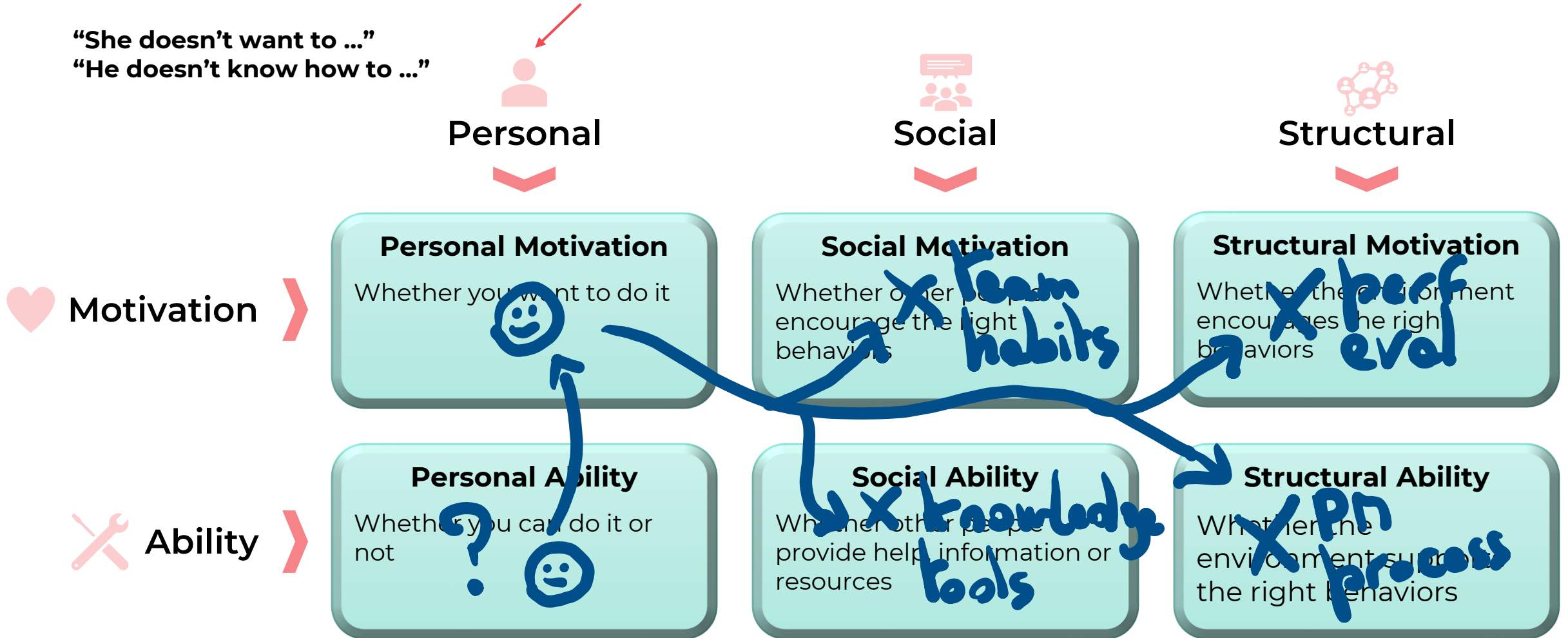A story about a real-world transformation

# Six Sources of Influence
## *Understand Why People Behave the Way They Do*

**Personal**

**Social**

**Structural**

**Motivation**

| | |
|---|---|
| **Personal Motivation** | Whether you want to do it |

| | |
|---|---|
| **Social Motivation** | Whether other people encourage the right behaviors |

| | |
|---|---|
| **Structural Motivation** | Whether the environment encourages the right behaviors |

**Ability**

| | |
|---|---|
| **Personal Ability** | Whether you can do it or not |

| | |
|---|---|
| **Social Ability** | Whether other people provide help, information or resources |

| | |
|---|---|
| **Structural Ability** | Whether the environment supports the right behaviors |

**The Six Sources of Influence Model** Adapted from Grenny, J., Patterson, K., Maxfield, D., McMillan, R., & Switzler, A. (2013). Influencer: The New Science of Leading Change, Second Edition (2 edition). McGraw Hill.

# Beware of the Fundamental Attribution Error !

**"She doesn't want to ..."**
**"He doesn't know how to ..."**

|  | Personal | Social | Structural |
|---|---|---|---|
| **Motivation** | **Personal Motivation** Whether you want to do it | **Social Motivation** Whether other people encourage the right behaviors | **Structural Motivation** Whether the environment encourages the right behaviors |
| **Ability** | **Personal Ability** Whether you can do it or not | **Social Ability** Whether other people provide help, information or resources | **Structural Ability** Whether the environment supports the right behaviors |

*(handwritten annotations: "x team habits", "x perf eval", "x knowledge tools", "x pm process")*

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**80% of observable behaviors are driven by extrinsic causes**

Source: Pia-Maria Thorén

# Asking the Right Questions

|  | Personal | Social | Structural |
|---|---|---|---|
| **Motivation** | How interested would you be to try … ?  What are your thoughts regarding the possibility of … ?  If you did …, how would it influence your career ? | How would your coworkers react if you did … ? | How would the organization value you if you did … ?  If you did …, how would it influence your place in the organization ? |
| **Ability** | How comfortable are you with … ? | How could people around you help you with … ? | How ready is the organization for … ? |

Adapted from Grenny, J., Patterson, K., Maxfield, D., McMillan, R., & Switzler, A. (2013).
Influencer: The New Science of Leading Change, Second Edition (2 edition). McGraw Hill.
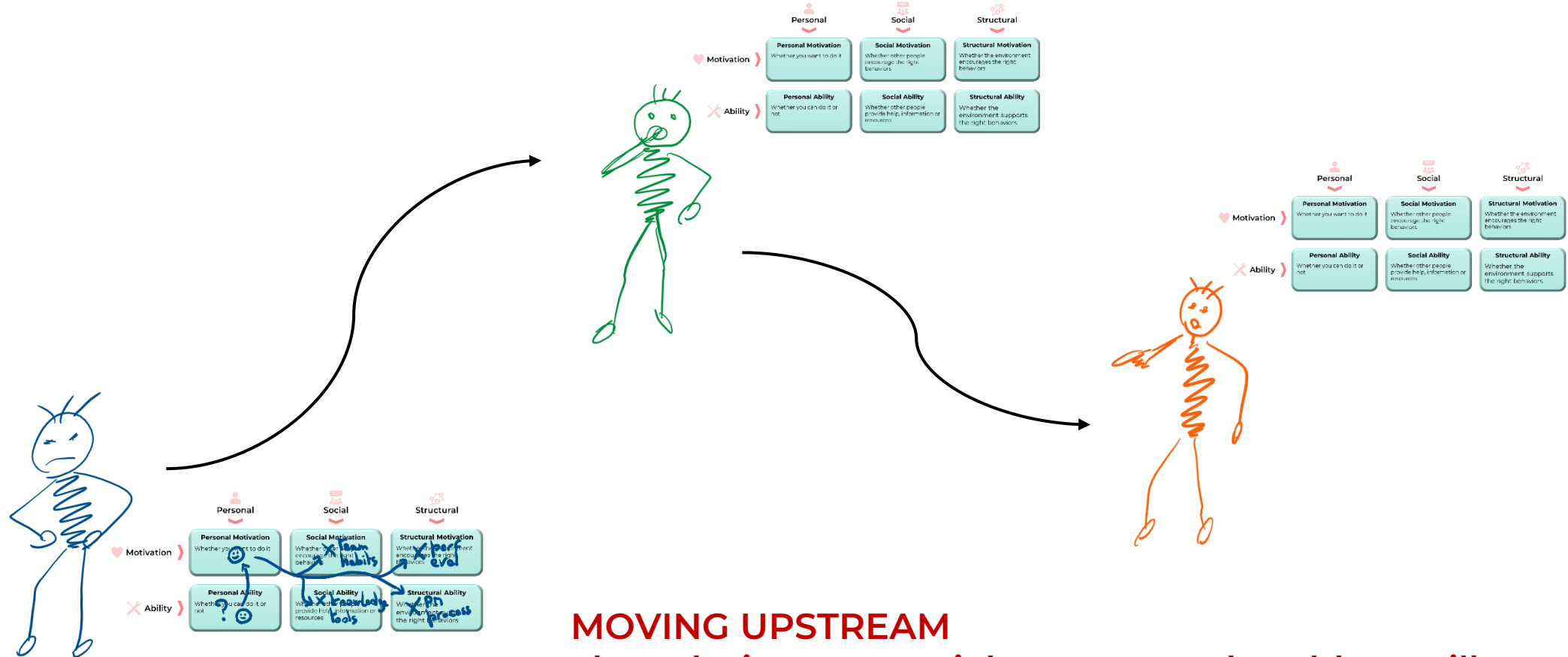
# Asking the Right Questions

"How would the corporate processes, such as budgeting and procurement, support this new way of doing business analysis ?"
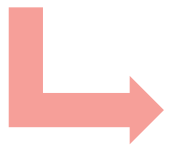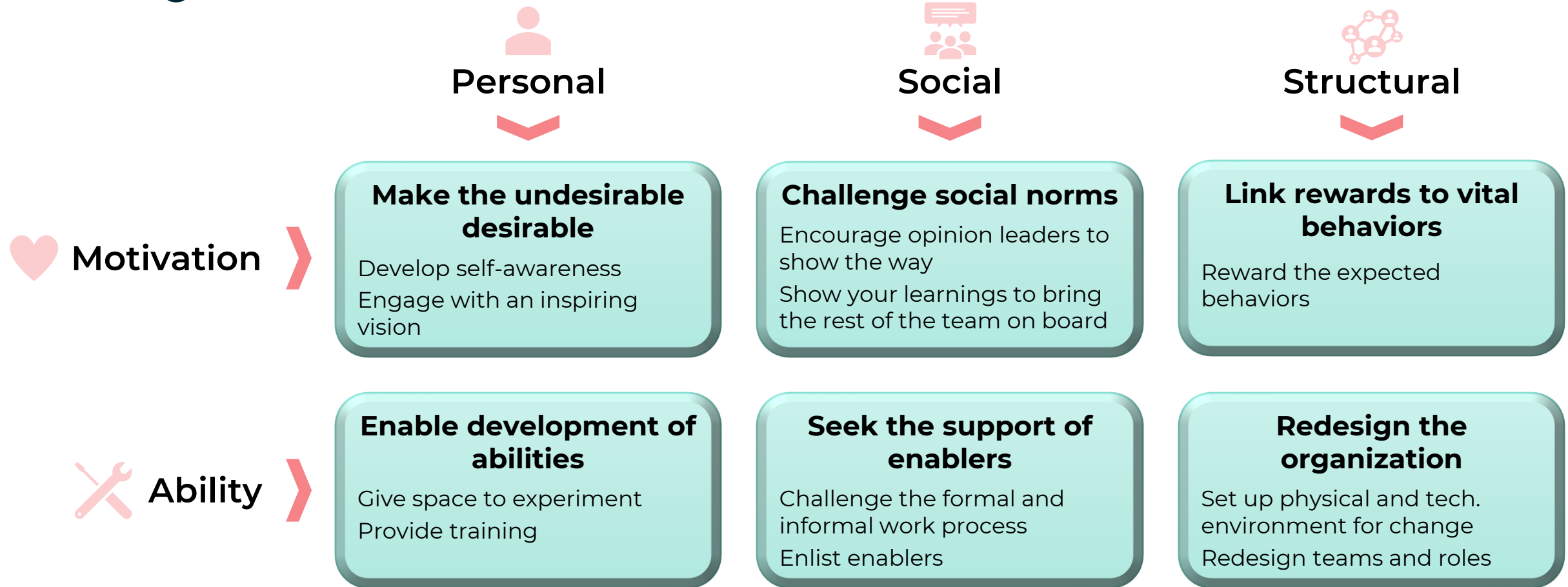
"Who would be our allies if we wanted to change that?"

# "There Are No Process Problems There Are Only People Solutions"



**MOVING UPSTREAM**
The solution to a social or structural problem will come from other people's influence.

# Designing Powerful Strategies to Influence Key Behaviors

|  | **Personal** | **Social** | **Structural** |
|---|---|---|---|
| **Motivation** | **Make the undesirable desirable**<br>Develop self-awareness<br>Engage with an inspiring vision | **Challenge social norms**<br>Encourage opinion leaders to show the way<br>Show your learnings to bring the rest of the team on board | **Link rewards to vital behaviors**<br>Reward the expected behaviors |
| **Ability** | **Enable development of abilities**<br>Give space to experiment<br>Provide training | **Seek the support of enablers**<br>Challenge the formal and informal work process<br>Enlist enablers | **Redesign the organization**<br>Set up physical and tech. environment for change<br>Redesign teams and roles |

# Three Good Practices to Remember

 **Invisible hand**

 **Overwhelm the problem**

 **Focus on opinion leaders**
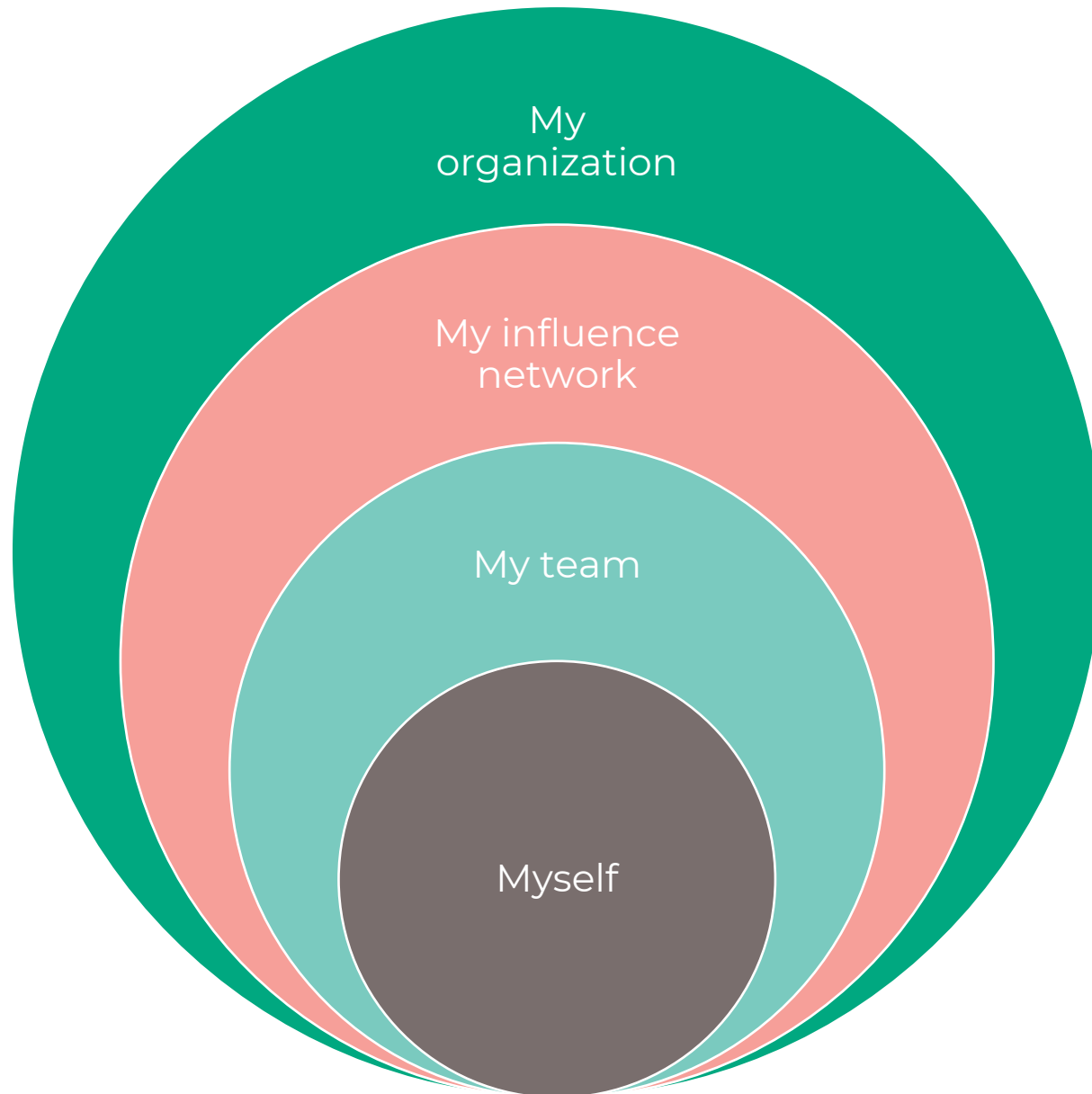
A versatile tool for diverse application domains

My organization

My influence network

My team

Myself

**Bruno Collet**

Advisor Organizational
Transformation, Agility & Leadershi...

bruno@agileleader.academy
linkedin.com/in/brunocollet

Agile Leader
academy

www.agileleader.academy