

Study Guide: Influencing Organizational Change



The Key to Creating Lasting Organizational Change

Transformation is about change, and change is hard. Making meaningful change requires people to think, feel, or do something different. They have to move from where they are to somewhere new. The challenge is that where they are is really comfortable so changing from the known to the unknown is really uncomfortable.

- The key to lasting organizational change is that those being changed need to be fully participative, immerse, engage, and onboard. Change can't be something you do TO the organization or FOR the organization. Change has to be done WITH the organization.
- When you are trying to implement change, you have to have an idea of what the change would look like once it is complete. That vision needs to be shared with the stakeholders and it needs to be customized where necessary.
- Next, we need to enact the change and show the organization what the new normal looks like
- Finally, you have to work on sustaining the change

PSTIR Change Management Model

PSTIR is a strategy for aligning beliefs across the organization to engage those being changed.

PSTIR can be applied to the change that is made with individuals, teams, organizations, or the system itself.

PSTIR stands for:

- Prepare
- Socialize
- Tailor
- Implement
- Reinforce

When working on a change, you want to focus on outcomes, not on outputs. An outcome is results driven. When you are done, there is a change. An output is task-driven. We might be counting or recording something, but that won't let us know if there has been true change.

For example, an organization that wants to be more predictable, might focus on an outcome of forming teams, producing improvement backlogs, and producing tested, working products.

PSTIR allows you to work through and prioritize your change backlog, in a way that allows you to create meaningful and lasting change.

The 5 Steps of PSTIR

1. Prepare

- Vision:** Be clear on what is going to be different in the future state vision. The future state vision has to be measurable. That will allow us to verify if the change has been successfully executed.
- Hypothesis:** This is where we think about what changes need to be made in order to achieve the vision. So first we visualize what the future looks like, and then we plan how to get there.
- Insight:** Be clear on who needs to be involved and what they think about the current system so you can better engage them in that vision of the future. In the prepare face, we identify who the influencers are.

- Socialize:** After identifying who the influencers are, we proceed to engage them in the socialize step. We need to make sure that they understand why the

change is needed and what the change is going to look like. Listening to their feedback is part of the process. The goal in this steps is to create the conditions that are necessary for the change to be successful

3. **Tailor.** During the socialization steps we heard the feedback of the leaders and influencers, now, during the tailor step, we take that feedback and incorporate it into our plan. We need to reach an agreement on how we are going to implement that change.
4. **Implement.** Immerse the company in the changes and in the future state. This may include workshops, training, one on one coaching, and so on. It is important to focus on the intent of the change more than focusing on the minutiae of the plan. We are done with the implementation when the change is successfully established, not when we have completed a checklist.
5. **Reinforce.** Check the measurable results to see whether or not we effectively made the change. Once we have implemented the change, we need time to see the results, and as we are looking for measurable results, we might find that we need to go back and repeat previous stages, or that what we did wasn't successful and we need to find another way. We have to learn about the system, and let that inform future changes. Last but not least, don't forget to CELEBRATE your successes! That will allow you to continuously elevate your influence in the organization and engage the stakeholders

PSTIR in a nutshell and the Influence-Trust Loop

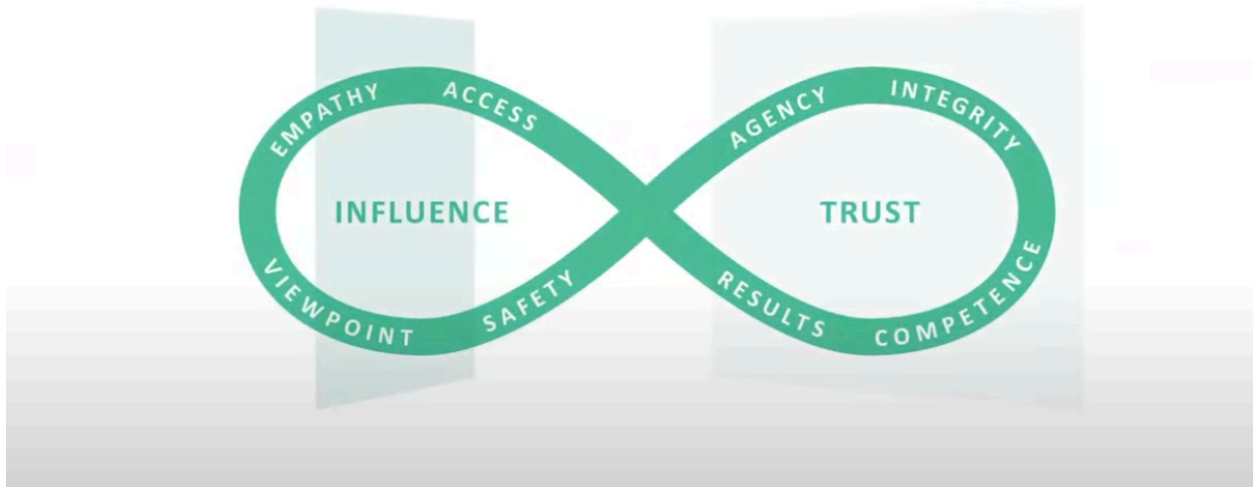
PSTIR is a way of progressively elaborating the change backlog, and engaging those implementing the change and those being changed together.

PSTIR is also an influence tool. **Influence** is about having the right conversations and enabling the right agreements to solve the organizational problems in order to achieve the vision.

Trust is the currency that you have to have in place to have continued influence.

The Influence-Trust Loop

INFLUENCE-TRUST LOOP



The Influence-Trust Loop is something that we leverage as we work through the PSTIR change model.

Influence:

- Influence begins with access. Before we begin the change, we have to have access to the right individuals or the right group who is empowered to make the change.
- Then, we lead with empathy for their problems, and demonstrate understanding and compassion for their challenges. You have to not only aim to understand their problems, you also have to have a clear understanding of how you can help them solve those problems in a way that is really meaningful to them.
- We need to provide a safe environment for these individuals to implement the changes
- This part of the loop relates to PSTIR in the sense that in order to prepare to solve a problem, you have to have empathy and understanding of the current situation, as well as creating a shared point of view on how the future system is going to work, and after the change is made, everyone has to be able to see themselves in the new system

Trust: After we have engaged the leaders and other stakeholders, now we have the agency to go solve the problem. Agency is permission to advance in our agreed upon path. In the trust side of the loop, is where you take care of the execution.

Integrity is established when you consistently execute in that agreed upon path, and create a shared understanding on how the execution is progressing with as much clarity and transparency as possible.

Trust is further strengthened when you demonstrate an ability to create opportunity, overcome obstacles, and navigate the path to success. You need to demonstrate competence in the execution of the work and in the ability to communicate with the stakeholders to follow through on promises.

Bottomline... you have to have results. Results are proven delivery with a clear measure of success. Such results have to be captured in a way that is meaningful and useful for the leaders and influencers, and we have to show results if you want to have continued access.

In the trust side of the loop we are implementing the change, and as we do, we need the leaders and influencers to facilitate the change or to drive the outcome where needed. Problems need to be escalated as solved as they arise.