DETERMINING WHAT IS DRIVING THE CHANGE

Environmental Forces:
An ongoing effort to collect environmental information and identify significant changes in the world beyond the organization. Scanning focuses mainly on trends – changes that occur through time. Scanning develops an awareness of trends and “wild cards” that are not expected but happen with the interaction of several trends or a new invention. The trends form patterns and directions that impact how we live, work and learn.

Marketplace Requirements for Success:
The aggregate set of customer requirements that determine what it takes for a business to succeed in its marketplace. This includes not only their actual product or service needs but also requirements such as speed of delivery, access to Information, customization of capability, cost limits, level of quality, need for innovation, level of customer service, and so forth. Changes in marketplace requirements are the result of changes in environmental forces.

Business Imperative:
Business imperatives outline what the company must do strategically to be successful, given its customer’s changing requirements. This can demand systematic rethinking and changes to the company’s mission, strategy, goals, products and services, e-commerce position, pricing, the need for merger or acquisition, or branding. Business imperatives are usually identified through the organization’s strategic planning process.

Organizational Imperatives:
Organizational imperatives specify what must change in the organization’s structure, systems, processes, technology, resources, skill base or staffing to realize its strategic business imperatives. This includes reengineering, new technology, restructuring, new knowledge management practices, new engagement vehicles, or new sales approaches.

Cultural Imperatives:
Cultural imperatives denote how the values, norms, or collective way of being, working and relating in the company must change to support and drive the organization’s new design, strategy, and operations. Some changes are driven by a need to change the culture, such as the need for a new leadership style, teamwork, or cross-boundary work practices. If so, this driver is given more detailed attention, and ideally is still positioned as being in support of the organization’s imperatives to change and its business operations.

Leader/Employee Behavior:
Collective behavior creates and expresses an organization’s culture and performance. Behavior is more than just overt actions, it describes the style, tone, or character that permeates what people do and how their way of being must change to create the new culture. Leaders and employees, both individually and collectively, must choose to behave differently to transform the organization’s culture.

Leader/Employee Mindset:
Mindset encompasses people’s worldview, assumptions, beliefs, and mental models. Mindset causes people to behave as they do; it underlies behavior. Becoming aware that each of us has a mindset and that it directly impacts our feelings, decisions, actions, and results is often the critical first step in building individual and organizational awareness and willingness to change. Mindset change is often required to catalyze and sustain new behaviors in both leaders and employees.