



THE SIX BLOCKERS THAT PREVENT CHANGE SUCCESS

Research by Innovisor

See also #SixChangeBlockers



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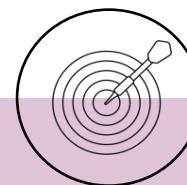
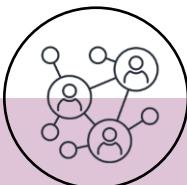
TO MOVE CHANGE MANAGEMENT FROM AN ART TO A SCIENCE

This white paper presents to you the ‘Six Change Blockers’ of Innovisor, which you must combat in order to win your change. Our prescriptive intelligence tells you how to increase success probability.

To get to this point, we have studied and analyzed patterns, signals, and activities in our change data collected over the last 15 years from clients of all company sizes and industries across +70 different countries.

Our objective was to revolutionize how to succeed with change together with your people. In parallel, to move the change management discipline from being an art to being a science. Since 2021, we have tested and improved the model to make its accuracy even better.

This is the first time the **Six Change Blockers** are described in a document.

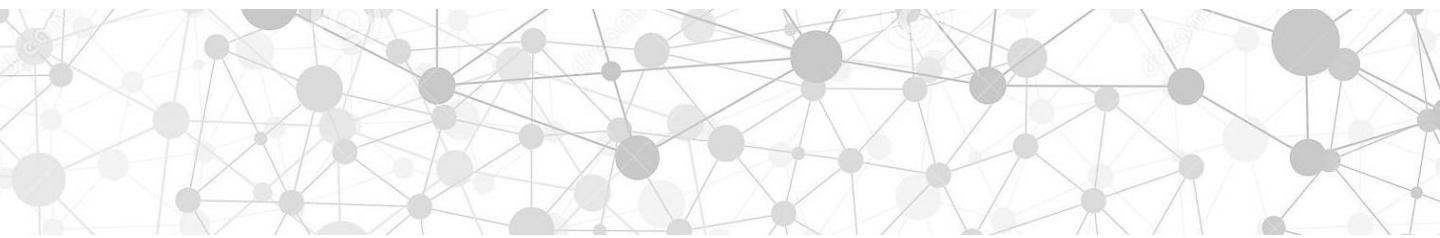
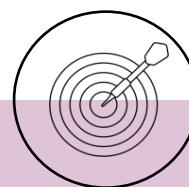
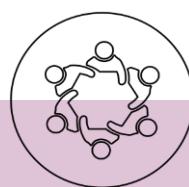
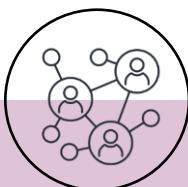


THANK YOU!

Our work has been funded by the Ministry of Innovation through two grants and received support from the Danish Technological University. Thank you!

In the process, we have been short-listed for the IBM Watson Summit Award for our ambition and competence in making AI, Cognitive Computing, and Big Data Analytics – a key driver of our Business Model. We did not win, but the event fueled our ambition! Thank you!

Lastly, none of this would be possible without the support of our beloved clients in the Innovisor community. Their interest in and challenge of our work has been instrumental for us to achieve this. It is for you we have done this, so we can be the best wing-men for your change out there. Thank you!





LEADERSHIP COHESION IS A CHANGE BLOCKER

Does your leadership team work as one?
Most do not.

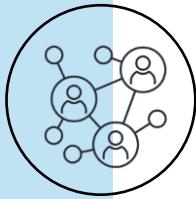
In fact, no other teams are as siloed as leadership teams.

They have a constant tug-of-war, fighting for their own priorities. As a result, leaders are not pulling in the same direction; this consequently will make your change fail. The employees see it immediately.



The cohesion of your leadership team has a direct impact on your ability to succeed. To succeed you must get the leadership team to work as ONE and speak as ONE around your change.

We tell you how.



NETWORK FRAGMENTATION IS A CHANGE BLOCKER

Are your internal networks fragmented (or even disconnected)? Most are.

Consequently, you get less impact from your investments in change. When you convince one person, you can now expect less spillover effects.



Unless you know exactly who to engage!

At Innovisor, we find your allies, the early adopters/first movers, and the informal influencers with laser precision.

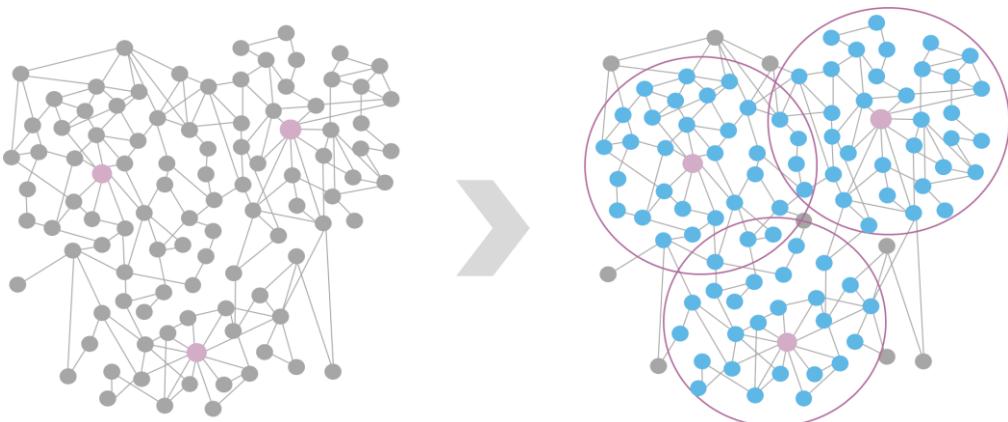
Together, they generate the traction you need to move past the sustained change tipping point. Where there is no turning back on your change anymore.



MIS-ALIGNMENT IS A CHANGE BLOCKER

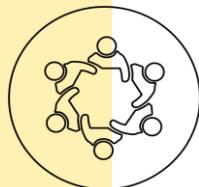
Very often we see that the two key stakeholder groups are not on board with the change. This is a major issue, as their opinions are an early warning signal for how others will perceive your change in a few months.

The two most critical stakeholder groups are: The leadership team and the 3% of employees that impact 90% of their colleagues.



If they do not buy in to your change, then resistance will build up quickly, and you will fail.

Innovisor will tell you *who* to work with on *what*, and we will track for you if you succeed.



LACK OF COMMITMENT IS A CHANGE BLOCKER

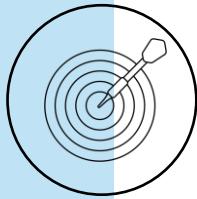
Are your employees committed to your company? If not, they will not support your change. Shockingly, it is consistently reported that up 70% of employees are disengaged in the companies they work for (Source: Gallup).

So, what can you do? Grow your social capital. Your togetherness. And don't forget to focus on well-being, inclusion, and connectivity in general.

Typical issues to give immediate attention include:

- Lack of socializing with peers
- Lack of connection to the core mission and/or values of the company
- Feeling unrecognized
- Poor onboarding into informal structures
- Lack of proper communication

Innovisor will help you discover, where your interventions can have the greatest impact – and what areas will be a waste of time and resources. All are based on advanced statistical analysis.



LACK OF LEADERSHIP FOLLOW THROUGH IS A CHANGE BLOCKER

Many leadership teams initiate several change programs per year. Sometimes we see double digit numbers – and few times even triple digit numbers.

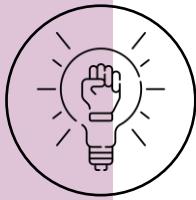
This has a hidden consequence that has major impact on change success probability.

Only 1 in 5 leadership teams follow through on their change programs. Most lose interest right after initiation.

The consequence is a significantly higher risk of failure.

Our recommendation is that for any complex change program you make sure to implement a follow-up routine that as a minimum allow you to recalibrate resources, deliverables and plans on a bimonthly basis.

Innovisor delivers a nimble practical tool for this to ensure sustained focus of our clients.

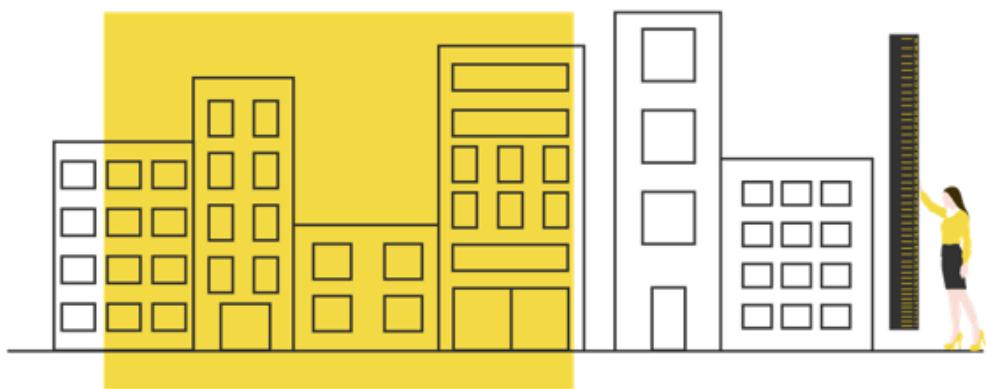


PROJECT TEAM SET-UP IS A CHANGE BLOCKER

Make sure your project team stays in a shape, where it can deliver on its promise. It sounds simple, but 75% of change programs do not have a project team that is set up for success over time.

This includes:

- The mandate
- The team members
- The resource allocation
- The leadership attention and visible support
- The alignment with strategic priorities
- The consistency in process, progress, and decisions



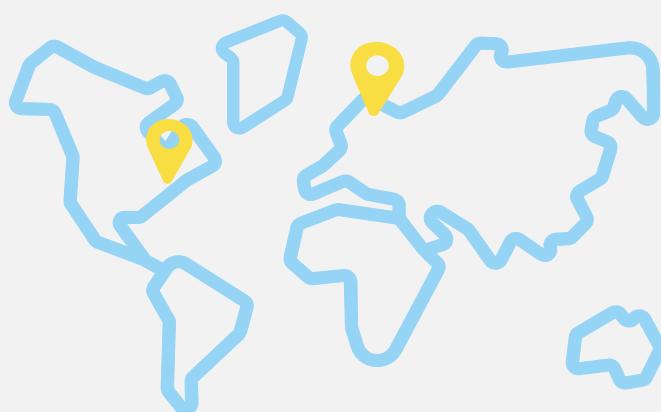
ABOUT INNOVISOR

Innovisor is the recognized boutique advisory within organizational network analysis. It delivers its organizational diagnostics products and services to clients across the world. It documented and coined the “Three Percent Rule” for the identification of influencers inside organizations.

The clients of Innovisor come in all sizes and from all industries. The one thing they have in common is that they share our belief: if you listen to your people, trust and engage them, there are no limits to what you can achieve as an organization.

Innovisor is committed to the SDGs. Its operations are closely aligned with two carefully selected SDG goals to which it can contribute with the greatest impact – no. 4 Quality Education and no. 5 Gender Equality

Innovisor is also a signatory to the Women's Empowerment Principles as an important part of its commitment to SDG 5 - Gender Equality.



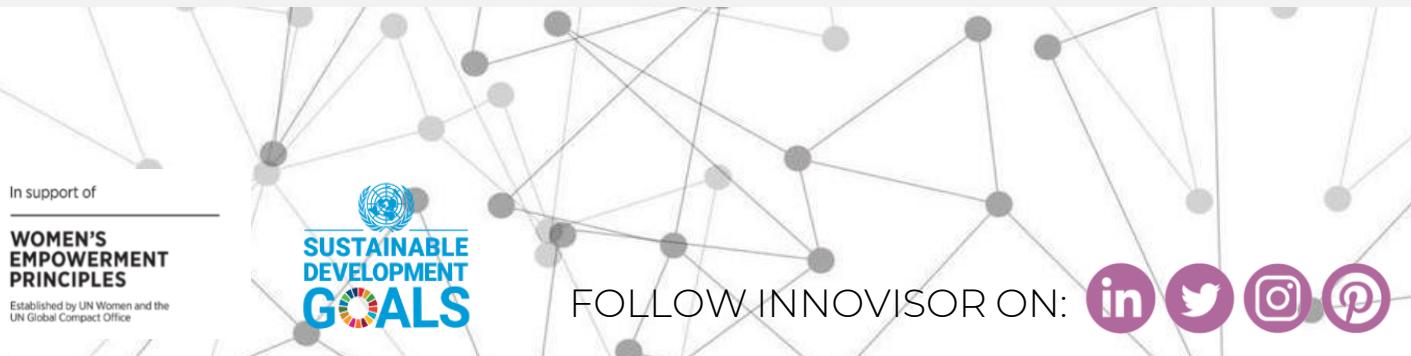
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