

JOURNEY

How to Quantify Capacity for Change

~50 Business Leaders Find Out

2021 Findings

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ABOUT THE STUDY

Director of Innovation, Samantha Burgess, worked with 51 business leaders to identify and quantify their team's capacity for change.

TAKEAWAYS

KEY TAKEAWAYS

- Leaders report collaboration to be a strength within their teams.
- A team's ability to execute on strategic plans is where teams break down.
- Influential employees with a negative impact have the greatest affect on execution.

GLOSSARY

COLLABORATION - An openness to diverse perspectives to drive strong decision making.

HORIZON - The ability to broaden perspectives by seeing beyond present circumstances.

INTEGRATION - Action on intent by implementing tactical processes or systems.

LONE WOLF - Individuals who are hindering the larger team from changing and improving in regards to certain attributes.

PROACTIVITY - The ability to discern challenges before they arrive and take action on them.

RELIABILITY - The ability to create consistently positive outcomes over time.

ROLE MODEL - Individuals who are setting the example for how the larger team should behave in regards to certain attributes.

CHANGE INITIATIVES CAN BE PAINFUL

Why do so many growth strategies stall, if not fail?

The saying goes, "It'll take twice as long as you think it will," but does it have to?

Is good task management enough to see us through, or is there something else we aren't accounting for?

Sometimes change happens strictly because of circumstance - teams are remote, new business streams are created as new ideas take shape, and so on. *How can we ensure that transition goes smoothly without sacrificing morale?*

This is what we've set to find out with our
Change Capacity tool.

ABOUT CHANGE CAPACITY

The Change Capacity Assessment is a data-driven team evaluation built to reveal the capability of an organization to adapt and change.

The process exposes the extent to which 51 indicators of adaptability are present in the current team across 5 disciplines:

- Collaboration
- Horizon
- Integration
- Reliability
- Proactivity

Environments that can foster these 5 components are more likely to adapt, nurture successful implementations, and experience less risk.

FOR EXAMPLE

An upper management strategist has identified a new revenue stream for the business. After testing and forecasting, the strategy has proven to be a real opportunity and the C-Suite has decided to pivot a portion of its staff to support these new efforts.

However, there is a combination of tangible examples and internal doubt that existing teams have the ability to adapt and create sustainable change in the way this new stream will require.

Is there a way for the C-Suite to measure this team's capacity for change prior to implementation?

**You have a great strategic plan,
but can your team execute?**

RESULTS: Strengths

COLLABORATION + HORIZON

Our data shows that intent, openness, and perspective (facets categorized in collaboration and horizon) are strengths for teams creating long term change.

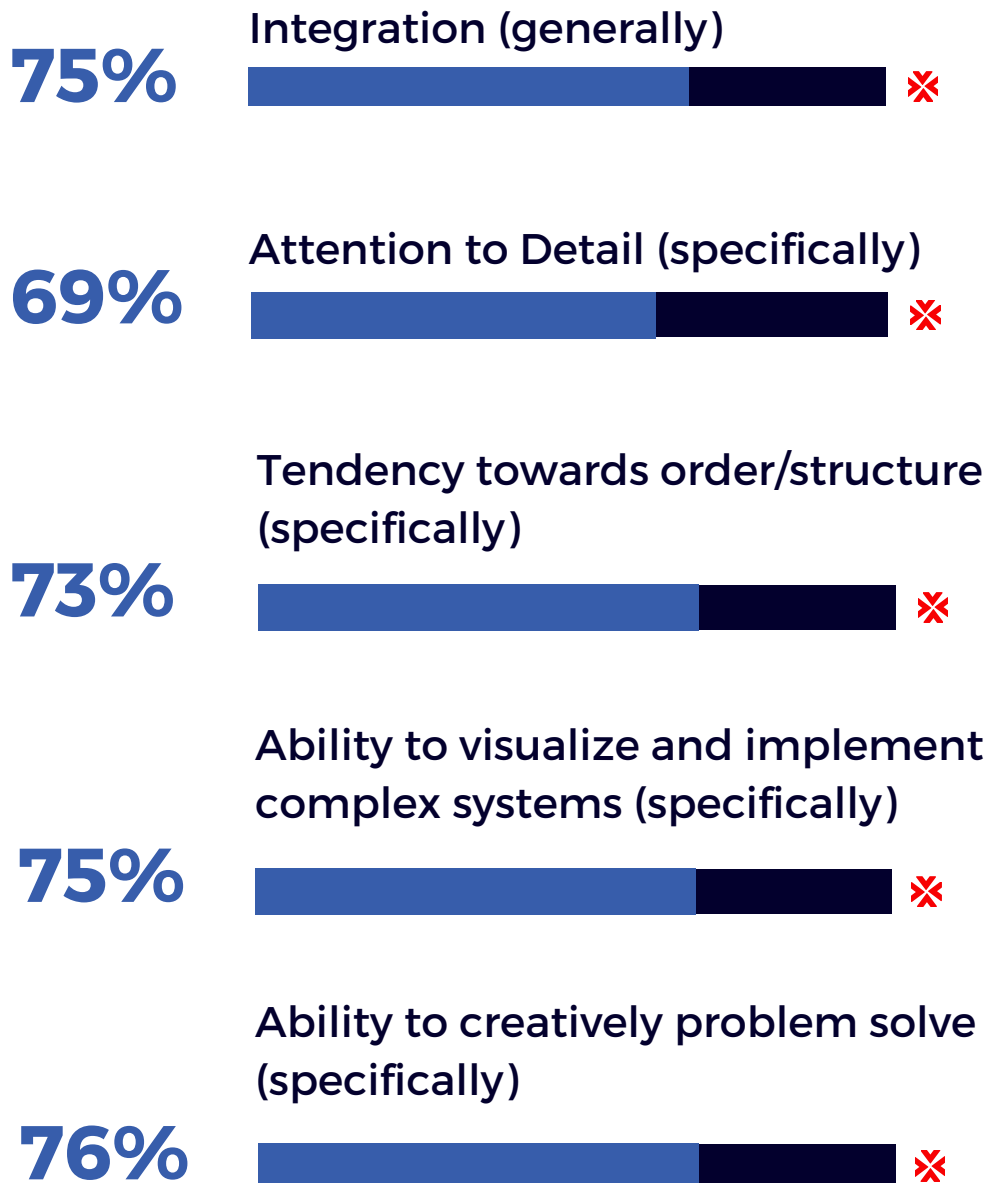


So if teams are collaborative and we have a plan, what's the issue?

RESULTS: Weaknesses

INTEGRATION + ATTENTION TO DETAIL

Executives reported that turning ideas into action is the biggest challenge for their businesses. Teams struggle most with implementing tactical actions despite being open to the outcomes.



**Individuals have the
most influence on**

INTEGRATION & EXECUTION

We separate influential individuals
into two types:

LONE WOLF and ROLE MODEL

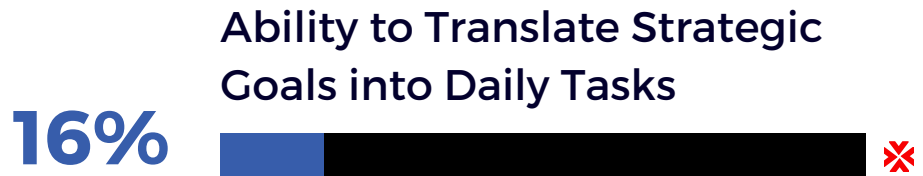
INTRODUCING THE LONE WOLF

Lone Wolves are individuals who are hindering the larger team from changing and improving in regards to certain attributes. Facets that are being affected by a Lone Wolf are only present in an individual or small group of individuals, but still significantly impact the larger team. For example, if a Lone Wolf is associated with the facet “the ability to release control” he or she is driving this behavior in such a way as to hinder team outcomes or progress.

Lone Wolves can be intentionally developed in their current positions. Awareness and accountability may be all a Lone Wolf needs to stop hindering the team and begin contributing. However, Lone Wolves that show a resistance to openness or accountability may need to be reallocated in order to free up the change capacity of the team. An abundance of Lone Wolf-affected facets may also indicate a lack of strong accountability measures or clear direction.

FACETS FREQUENTLY AFFECTED BY LONE WOLVES

Percentages represent the number of respondents who reported a Lone Wolf affecting the ability of the team.



Not only is integration difficult to sustain, it is also easier for an individual to hinder.



As compared to





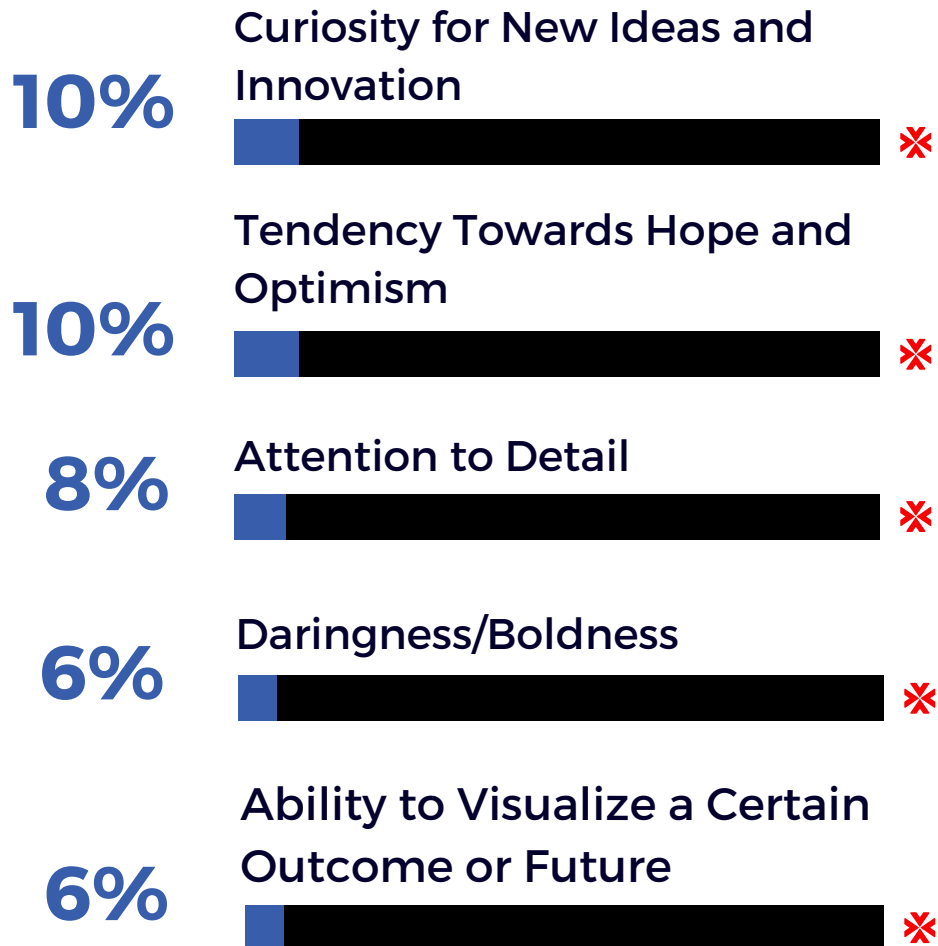
INTRODUCING THE ROLE MODEL

Role Models are individuals who are setting the example for how the larger team should behave in regards to certain attributes. Facets that are being affected by a Role Model are only present in an individual or small group of individuals, but still significantly impact the larger team. For example, if a Role Model is associated with the facet “the tendency to celebrate the small things” he or she is driving this behavior but it has not yet been absorbed into the larger team.

Role Models can be leveraged as change advocates amongst their peers to drive initial momentum. However, an over-reliance on Role Models may make change difficult to sustain if built on the behaviors of individuals, not the team as a whole.

FACETS FREQUENTLY AFFECTED BY ROLE MODELS

Percentages represent the number of respondents who reported a Role Model affecting the ability of the team.



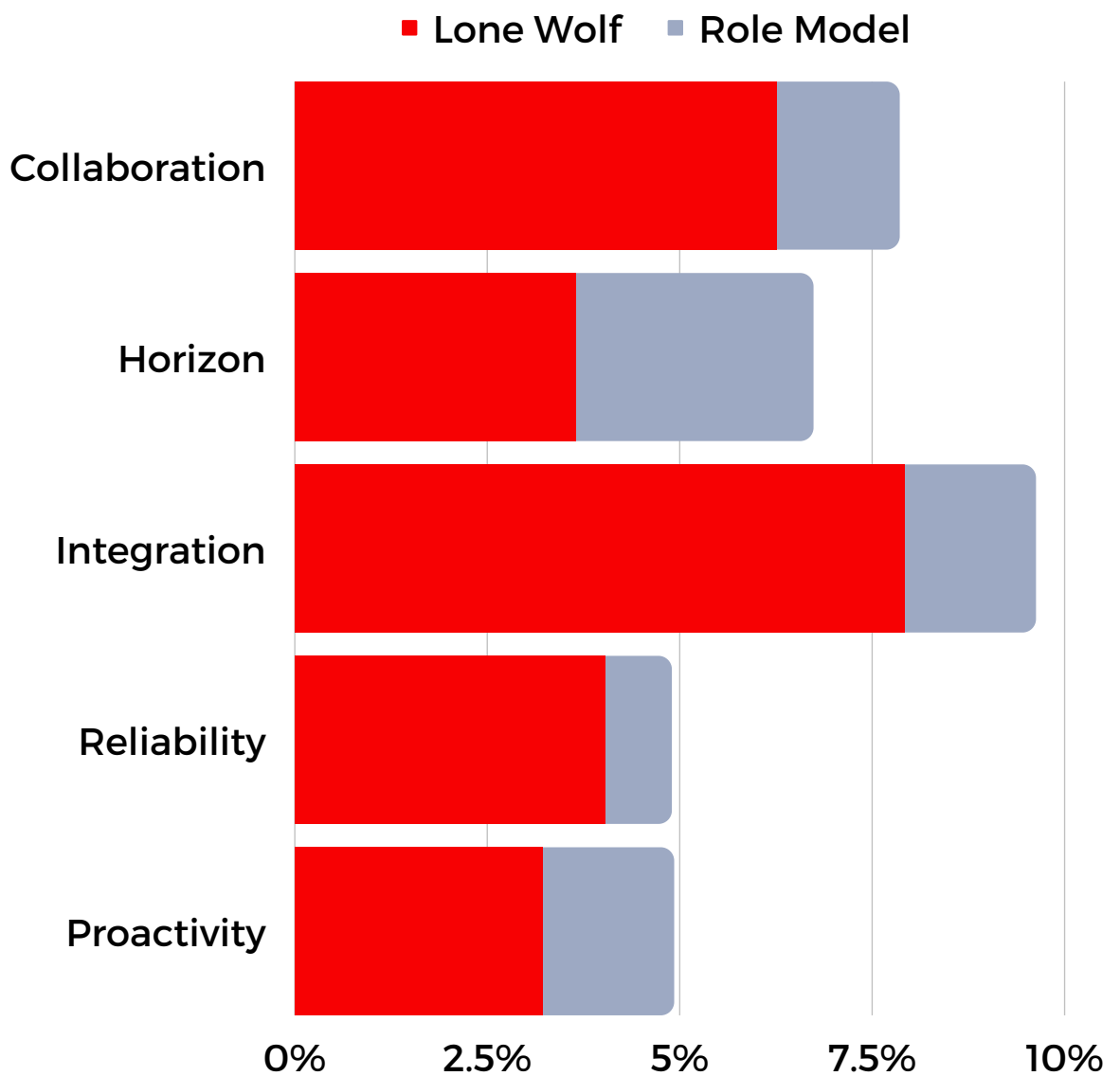
However, Integration is the least likely to be affected by a Role Model. This means it's easier for individuals to have a negative influence than a positive one.



As compared to



Lone Wolves are most likely to affect the categories leadership has the hardest time with.



Now that you know about
Change Capacity,
What can you do about it?

Here's how Journey can help:

- * Identify blindspots and key influencers within your team.
- * Create a team alignment report to illustrate alignment or lack there of.
- * Deliver a playbook for how to proceed with upcoming growth strategies.

ABOUT NEW ORCHARD

JOURNEY IS CREATED AND DEVELOPED BY NEW ORCHARD.

New Orchard is a team of process efficiency experts that created a strategic software solution for companies looking to accelerate growth and demonstrate impact. Journey delivers powerful, flexible assessments across the enterprise to generate data driven strategy and execution, delivering bottom-line results.

The leaders of New Orchard have been advancing the field of organizational insights through software, data, and expertise for more than 20 years. We created the Journey Readiness Score®, the most respected measure of operational maturity and the most proven predictor of growth. The Journey system puts our expertise into practice for you.

New Orchard draws on our ever-growing database of business insights to help guide the best practices built into our software and delivered through our certified consultants and training development.

Organizations are using Journey in industries such as healthcare, M&A, consulting, non-profit, technology, and more.

2021 STUDY

Number of Respondents: 87

Businesses: 51

Number of C-Suite Respondents: 32

Number of Upper Management
Respondents: 55

Total Data Points: 13,311

We used the Change Capacity Assessment with a group of executives across 51 small-medium sized businesses to evaluate and illustrate their ability to create sustainable change within their business.

GOAL: Deliver clarity and confidence to respondents by uncovering their biggest obstacles to change.

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