Why implementing new business process fail, and what to do about it!

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THE CHALFONT PROJECT

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CRM NEWS [1]

Company X chooses product Y to roll out in all EU countries

Successful implementation of Z across all affiliates of N

Another pharma company Chooses A and its product B fort its global sales strategy realignment

CRM NEWS [2]

70% of executives surveyed disappointment in the performance of X

CRM has not fulfilled its promises

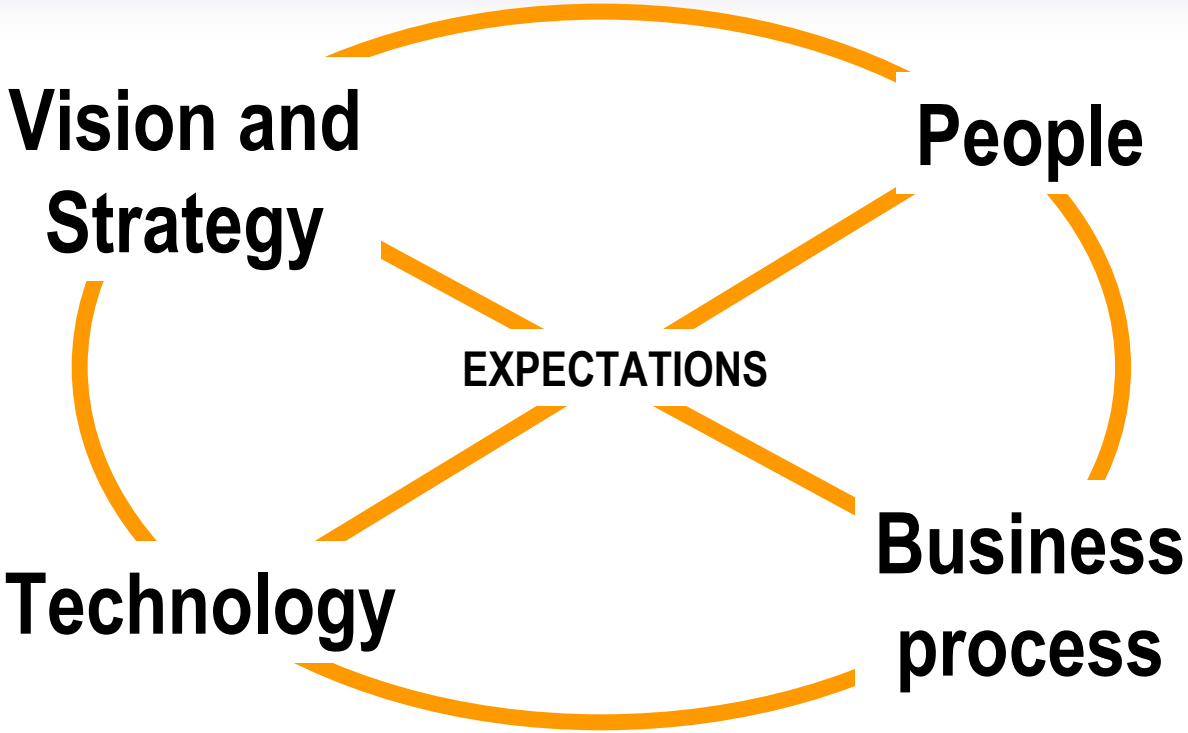
ROI in question by senior management

The real CRM news [3]

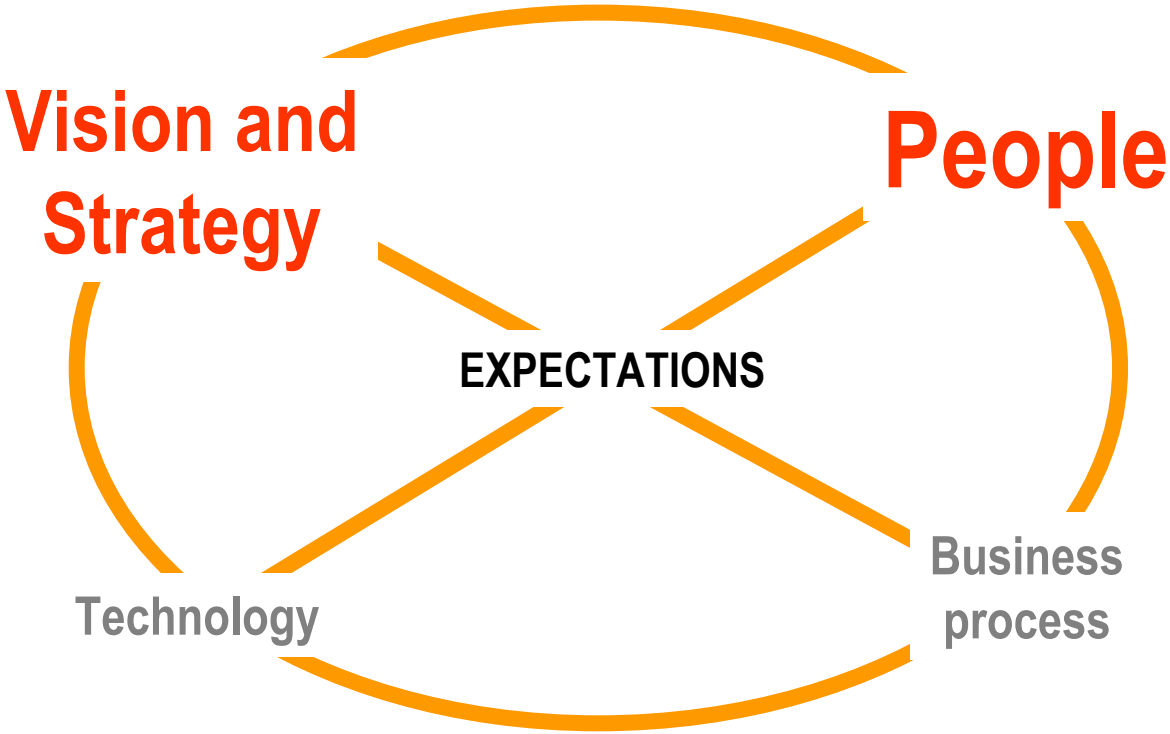
- 50-70% underused
- IT and product blamed
- Reps hate it
- Reps back to “the old system”, “can’t find the information they expected”
- “Doesn’t do what was promised”
- Successful implementation in country A, same product, same process, fails in country B (tip: nothing to do with the country culture)

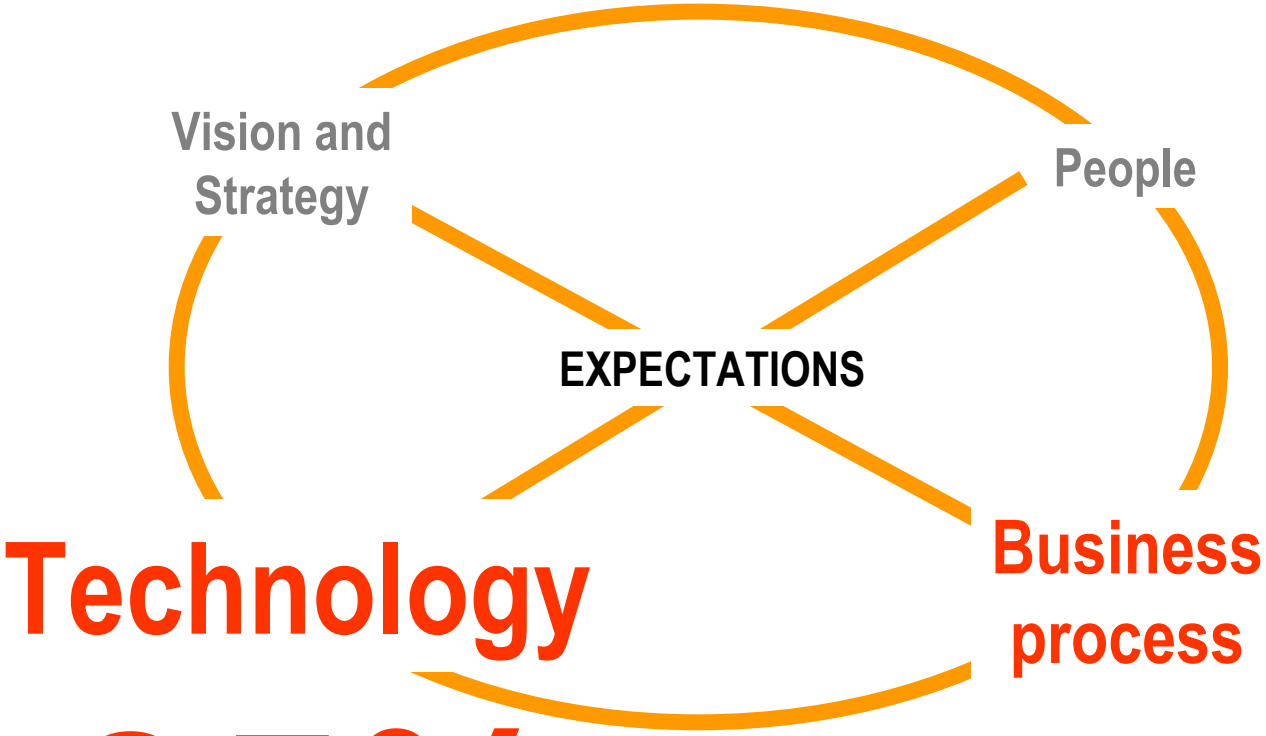
The Chalfont Project organisation is structured into four Practices

Implementation of enterprise-wide new business process and/or new IT architecture



85% Problems

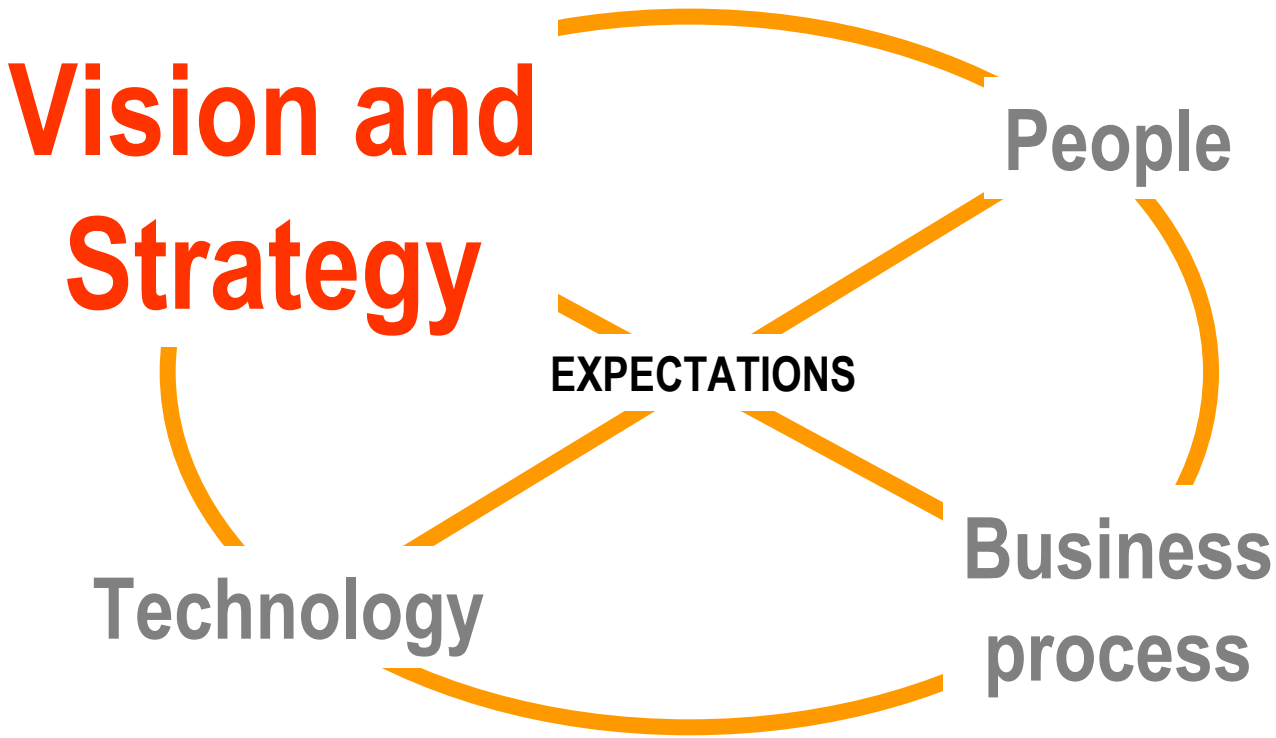

Vision and Strategy
People
EXPECTATIONS
Technology
Business process



Technology

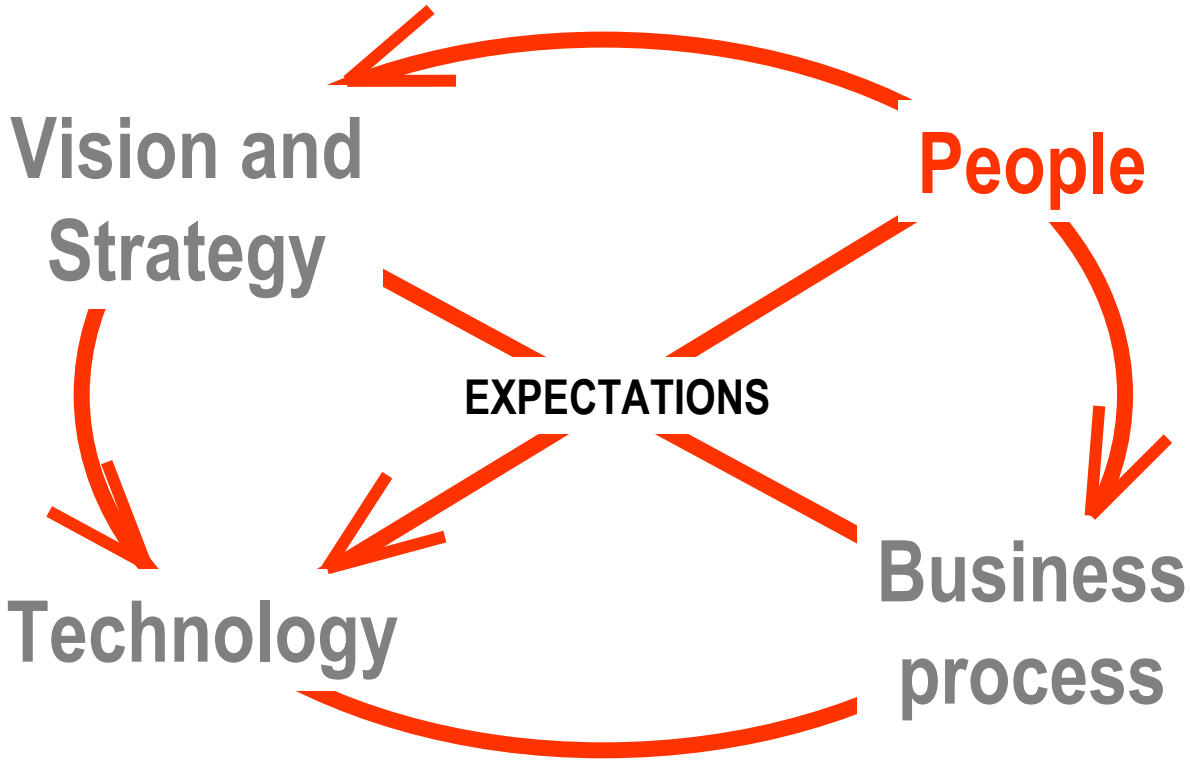
85% Attention and $

[7]


Vision and Strategy
People
EXPECTATIONS
Technology
Business process

5 key vision+strategy black holes

- Articulation of “C” [and “R”, and “M”] vision and role of “product” vs “solution” [Product selling →CRM migration]
- Conceptual clean up!
- Knowledge Sharing/management sub-strategy
- Metrics
- Expectations (Sr.Mgt/staff/IT/process etc)


Vision and Strategy
People
EXPECTATIONS
Technology
Business process

TYPICAL ASSUMPTION FLOW

STRATEGY

↓

REQUIREMENTS

↓

NEW IT

↓

NEW PROCESSES

↓

NEW BEHAVIOURS EXPECTED

MOST FREQUENT REALITY

STRATEGY

↓

REQUIREMENTS

↓

NEW IT

↓

NEW PROCESSES

↓

SAME BEHAVIOURS AS BEFORE

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WRONG BEHAVIOURAL ASSUMPTION

STRATEGY

REQUIREMENTS

NEW IT

NEW PROCESSES

NEW BEHAVIOURS EXPECTED

CORRECT BEHAVIOURAL ASSUMPTION

STRATEGY

REQUIREMENTS

NEW BEHAVIOURS REQUIRED

NEW IT

NEW PROCESSES

To discover which behaviours are key to success, and to make sure that they become sustainable, is the key objective of a Behavioural Change Management Programme

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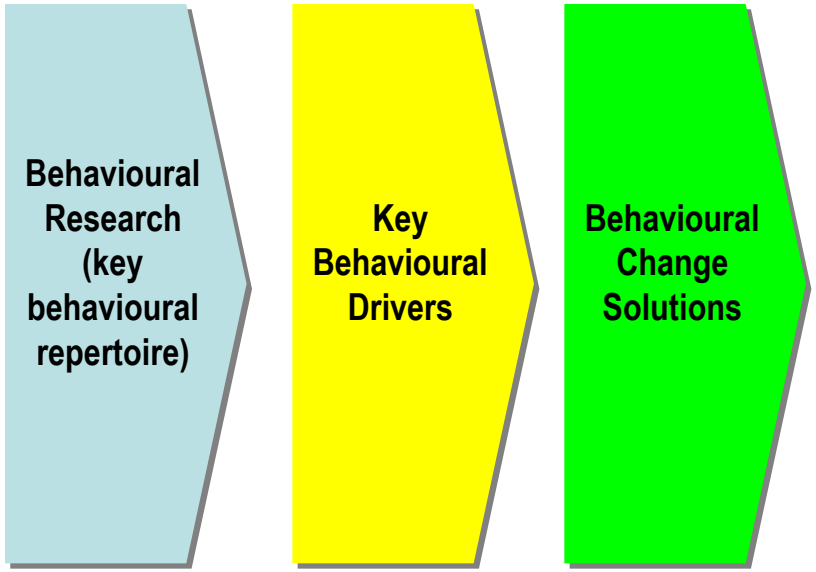


Behaviours repertoire*

1	**Admiring-the-problem; clearly identification of issues not followed by behaviours conducive to solutions)**
2	**Assessing, evaluating [TMS] (conscious efforts to conceptualise or qualify markets, customers, situations; entails awareness)**
3	**Blaming, externalisation of accountabilities**
4	**Sharing - Knowledge and information**
5	**Checking or auditing [TMS] (for consistency, follow up)**
6	**Collaboration, cooperation (or lack of), induced or spontaneous**
7	**Commitment (or lack of), generic behaviour (suggest to use this category only if not behaviour is consistent with the term but can't be described elsewhere)**
8	**Communication (goals, strategies, decisions)**
9	**Competition (internal)**
10	**Compliance (or lack of) with requirements, rules etc (Generic behaviour :suggest to use this category only if not behaviour is consistent with the term but can't be described elsewhere)**

examples

*THE CHALFONT PROJECT's behavioural taxonomy for New Business Processes

Behaviours repertoire*

31	**Seeking commitment, endorsement or support**
32	**Short-termism; behaviours consistent with a short-sighted or short term view of business, results, goals etc.**
33	**Silo effect (behaviour consistent with silo life)**
34	**Scepticism, behaviours consistent with scepticism as attitude**
35	**Standards related behaviours [TMS], conscious efforts to behave with pre-determined patterns of what's acceptable, desirable or expected)**
36	**Talk-no-walk, behaviour inconsistent with verbalisation, behavioural discongruence, for example with agreements**
37	**Trust-building; behaviour consistent with**
38	**Trust-eroding; behaviour consistent with**
39	**Trust-like (behaviours consistent with trust (or lack of))**
40	**Walk-the-talk", behaviour consistent with verbalisations**

examples

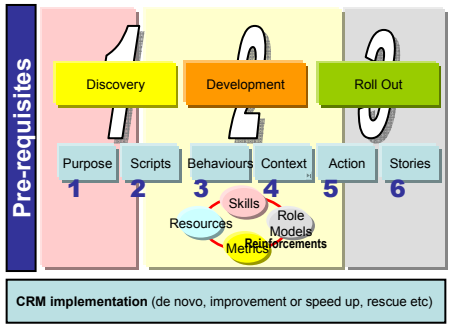
*THE CHALFONT PROJECT's behavioural taxonomy for New Business Processes

Behavioural Drivers

Client specific Research Pool

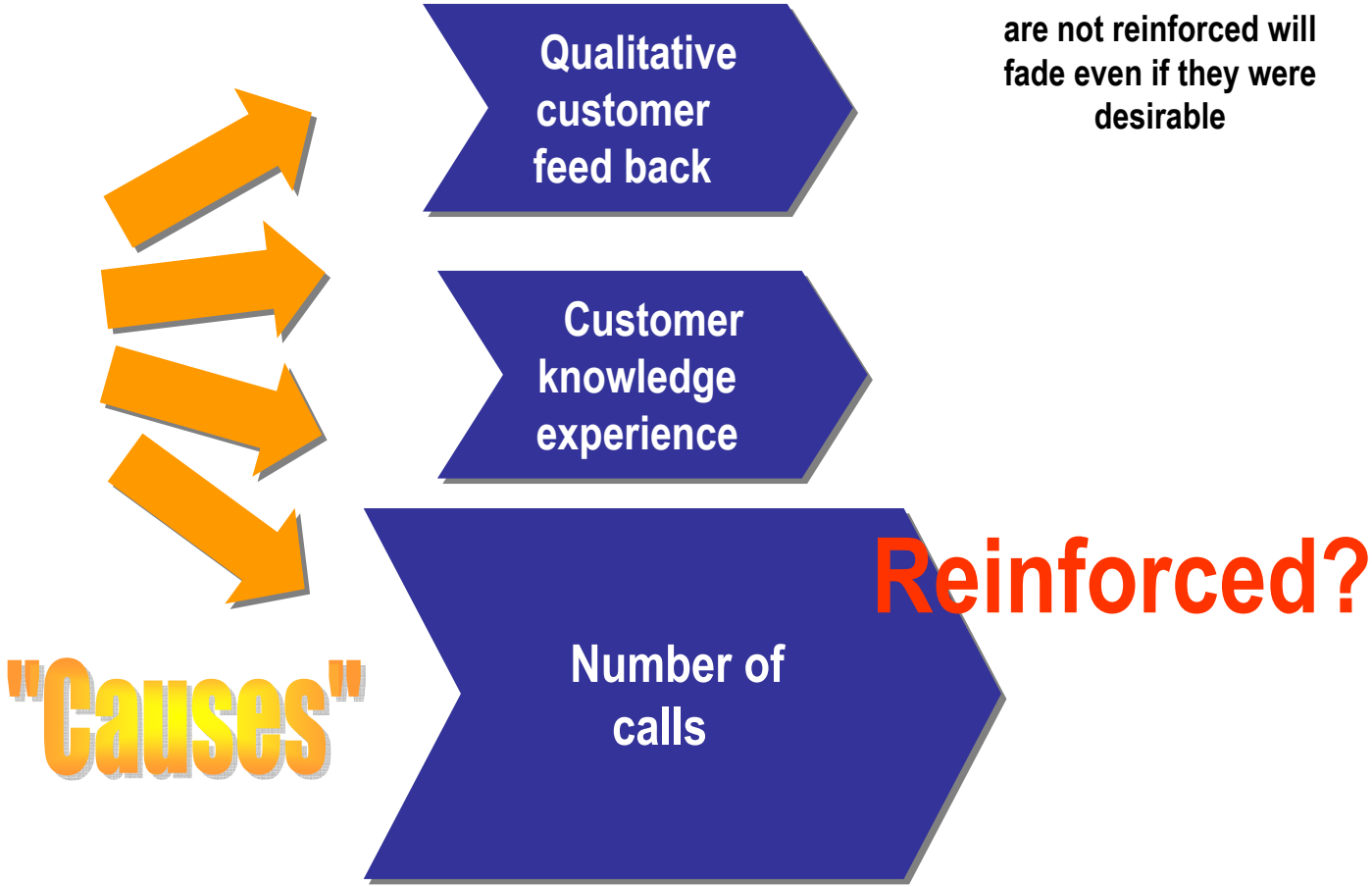
40 KM behaviours

1. Assessing and Evaluating
2. Action and execution
3. Defeatism and cynicism
4. Communication and sharing
5. Collaboration and participation
6. Trust and respect
7. Disconnects an reinforcements



Behavioural Change Management Programme

Behaviours that are reinforced, one way or another, tend to repeat and become sustainable. Those that are not reinforced will fade even if they were desirable



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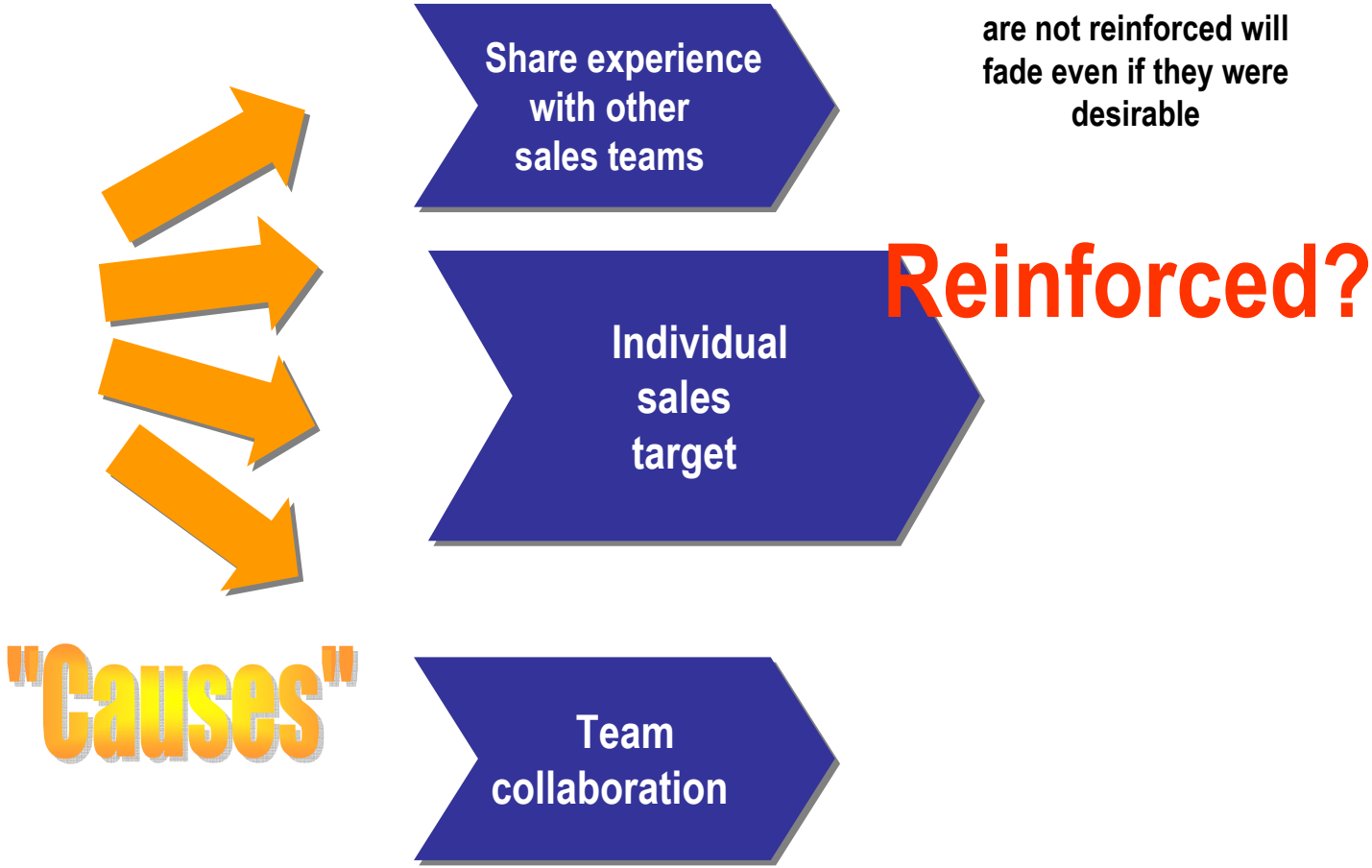

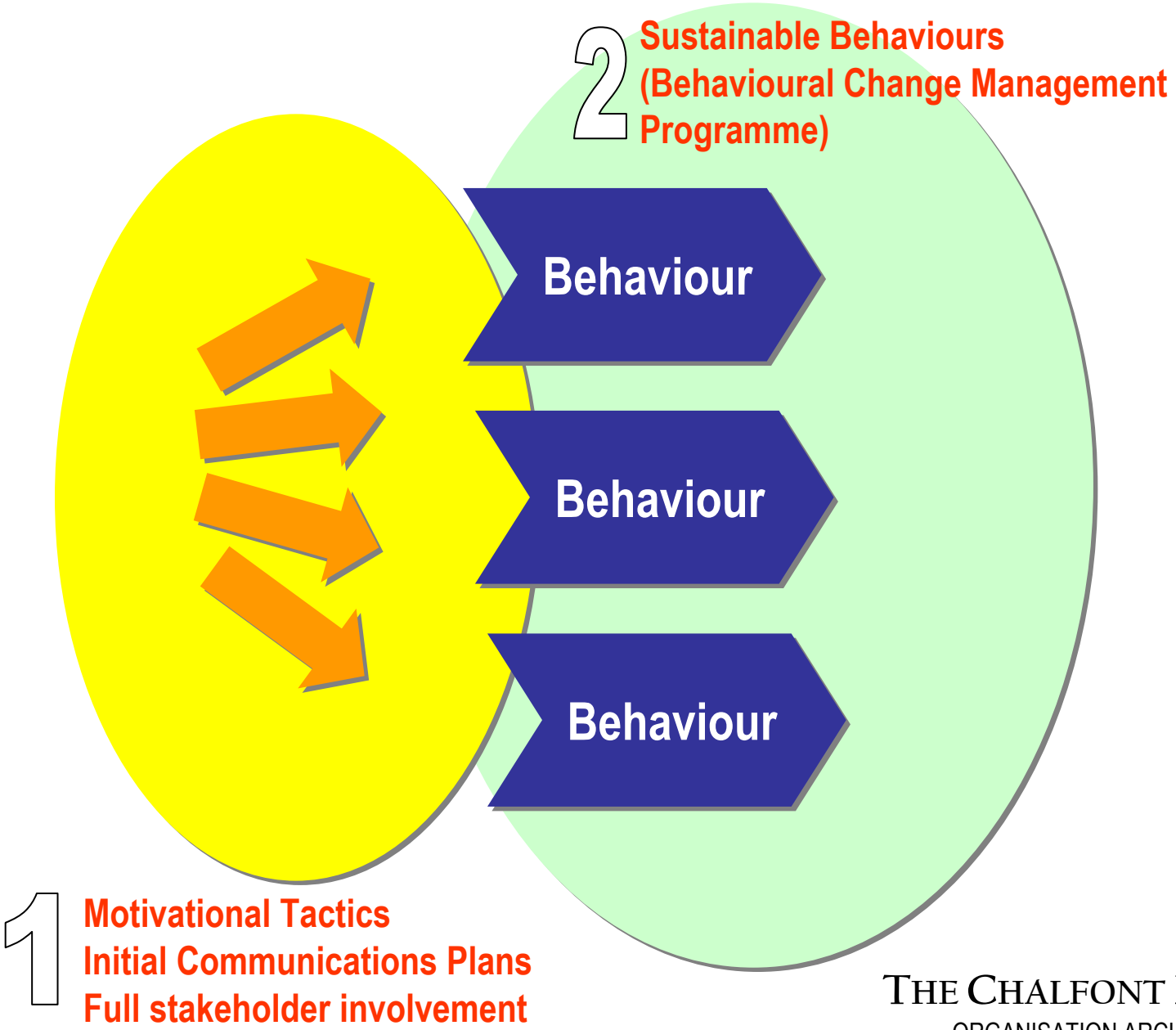
2
Sustainable Behaviours
(Behavioural Change Management
Programme)
Behaviour
Behaviour
Behaviour
1
Motivational Tactics
Initial Communications Plans
Full stakeholder involvement

Incentives ≠ Rewards ≠ Reinforcements

People tend to apply these concepts in a loose, frequently incorrect way

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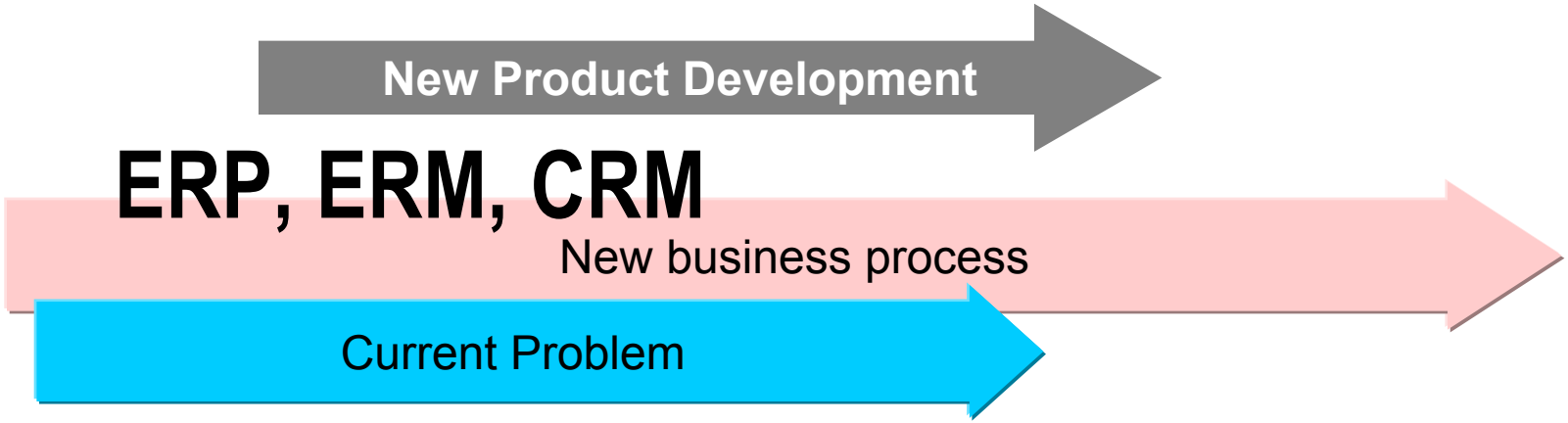

Sustainable New Behaviours that will ensure success

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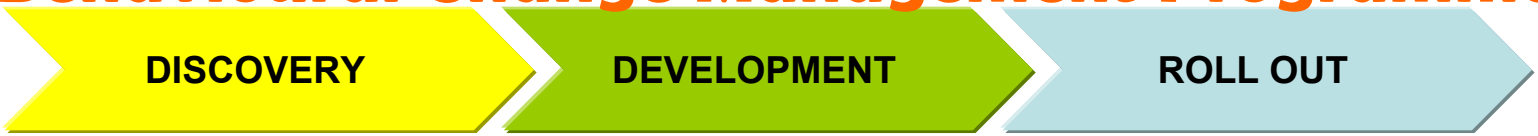
Behavioural Change Management Programme



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The Chalfont Project Behavioural Change Management Programme

- Discovering what **behaviours** (not process and systems but their behaviours behind) will lead to **success**, and which ones will block it;
- Define the **new behaviours needed**, **introduce** them into the new process
- Make sure that the new behaviours will be **sustainable**

Appling correct psychological laws on motivation and reinforcement of behaviours, need a proper change management programme that is behaviours-based, not process and system based. The later is a given but totally insufficient to sustain a enterprise-wide new initiative

The Chalfont Project Behavioural Change Management Programme

Discovery

Mapping processes
Uncovering behaviours

Development

Shaping new behaviours
Creating sustainable reinforcements

Roll Out

Implementing change
Incorporating learning and adjusting

1 Purpose

- Shared understanding goals and scenarios
- Stakeholders check up

2 Scripts

- Success scripts
- Failure scripts

3 Behaviours

- Single behaviours
- Patterns and repertoire
- From process maps to
- Behaviours maps

4 Context

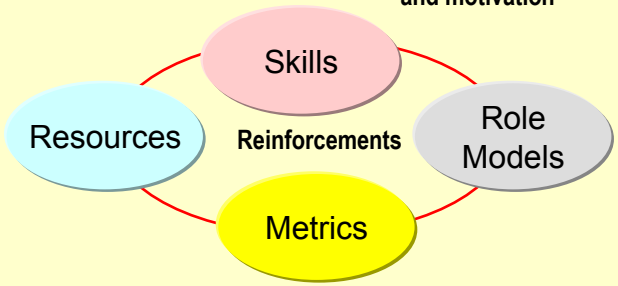
- Organisational reinforcements
- Cultural context
- Triggers of influence and motivation

5 Action

- New Behaviours
- Sustainable reinforcement plans

6 Stories

- Regroup
- Lessons Learned
- Success and failure scripts



General Map

When can Behavioural Change Management be applied?

De novo New Business Process
(e.g. CRM strategy and implementation)

Ongoing New Business Process
(e.g. CRM implementation in progress

"Successful progress"

Failure/ Rescue intervention

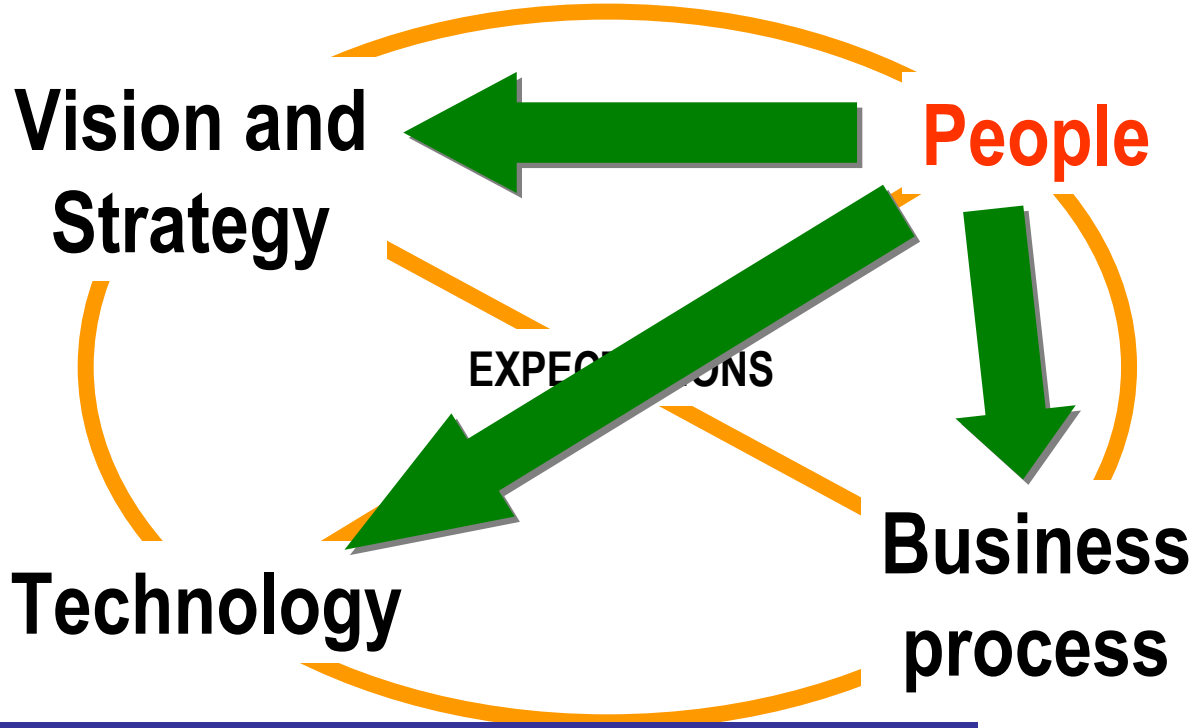
Speed up process

Make behaviours sustainable

Improvement usage

Overall Success

Implementation of enterprise-wide new business process and/or new IT architecture



Dealing with "PEOPLE" requires discipline knowledge and proper implementation of process, tools and solutions, very often well beyond the "generics of incentives"

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