

How to help your change succeed with VECIT™ change intentions framework



Effecting organisational
change

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Primary research and our lessons learned

Primary research by Dennis Vergne – founding partner of RedQuadrant with me, though he moved on in 2016 – up to 2008/9 for his MSc in Coaching and Consulting for Change at HEC Paris and Oxford Said Business School.

Evidence from this research and experience across public services and more widely suggests that:

- At least 70% of change fails to succeed in its own terms (substantially achieve its own goals)
- Those that fail primarily involved top-down, directive change
- Those that succeed primarily engage bottom-up, emergent, self-directed change

There are practical ways to make your change follow the successful pattern:

- Analyse and set your change interventions
- Set boundaries and freedoms effectively

The model is the *Vergne Change Intention Types Model* or VECIT™



Based on MSc primary research

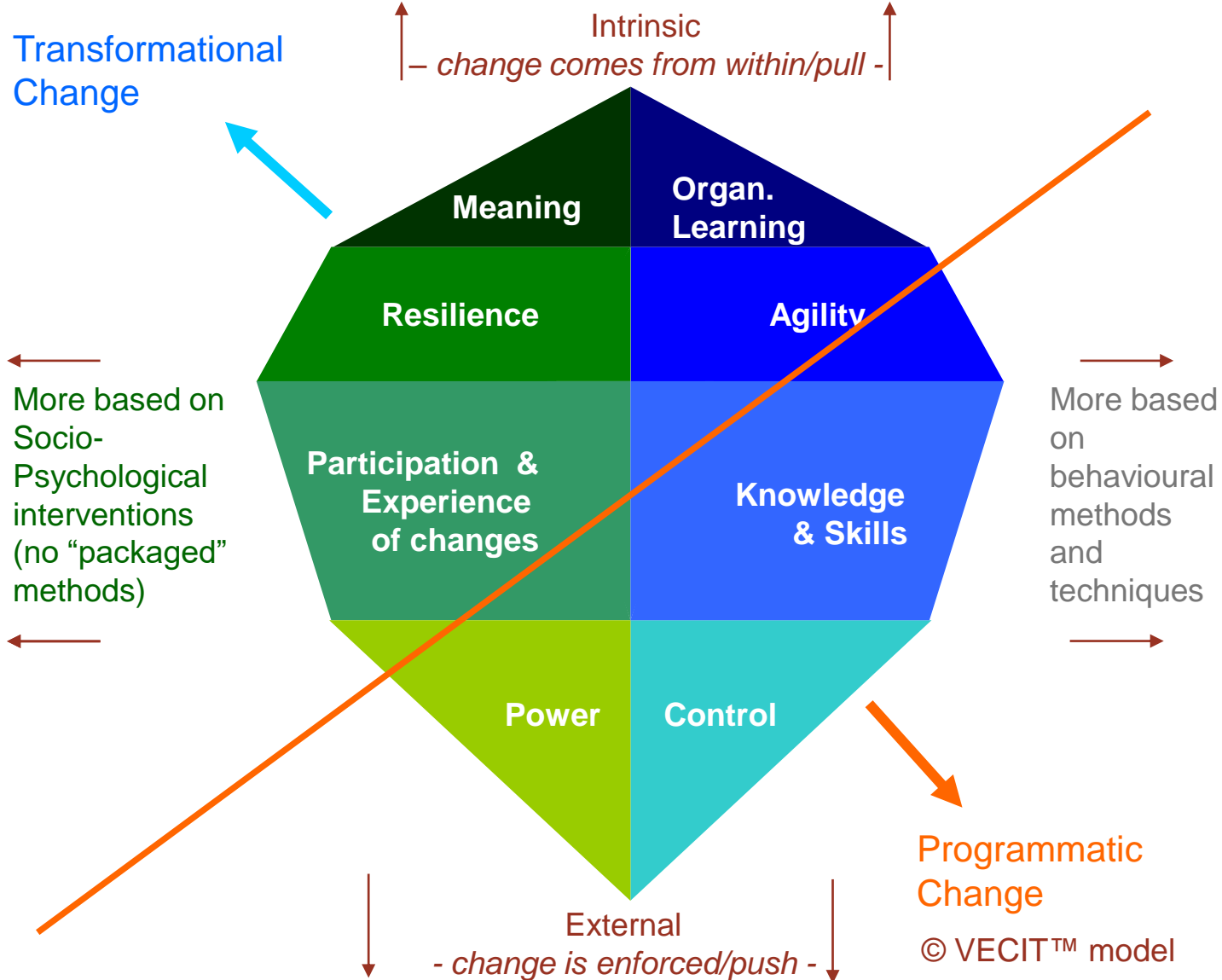
ANALYTIC FRAMEWORK

Eight change intervention types (VeCIT™ model)

1. Increase in **power** and its use
2. Increase **participation** and opportunity to **experience** changes
3. Develop psychological **resilience** to deal with change
4. Increase **meaning** in work
5. Foster ability for **organisational learning**
6. Increase **agility**; the capability to understand the need for change and adapt to a changing environment
7. Promote **knowledge and skills** on how to deal with the changes
8. Optimise **control** and use of incentives

Research categorises and analyses every change intervention

Every intervention categorised into one of these types



© VECIT™ model

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There were thirteen transformation programmes analysed. Only ten provided enough data (ran for long enough) to be full subjects of study. 'Success' was defined as achieving >80% of initially stated goals, and was validated by interviews that confirmed that participants agreed with success/failure criteria.

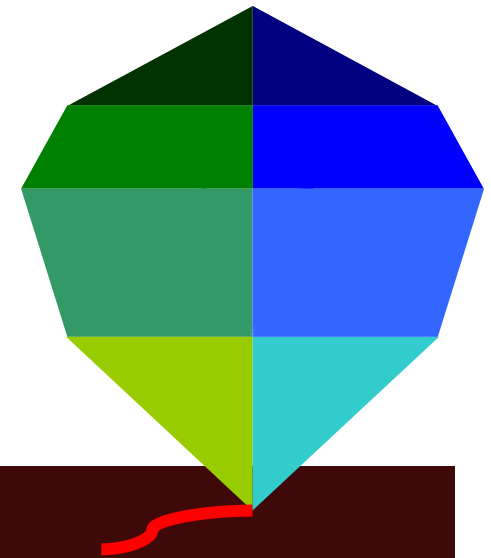
TEN MAJOR TRANSFORMATION PROGRAMMES ANALYSED...

Success

- Only three programmes
- 70% emergent
- 30% directive
- Oh – and one which was 95% emergent was the biggest disaster of all!

Failure

- Seven programme
- 20% emergent
- 80% directive



**NEITHER 'ROLL OUT' NOR
'REVOLUTION' FITS THE CASE**



How do your change interventions map to the model?

Look at all or a random/date-range selection of all the interventions in your change programme, and classify them into the change types.

APPLYING THE VECIT MODEL

Add up your scores:

Increase in power and its use +

Increase agility; the capability to understand the need for change and adapt to a changing environment +

Promote knowledge and skills on how to deal with the changes +

Optimise control and use of incentives =

Programmatic

Increase participation and opportunity to experience changes +

Develop psychological resilience to deal with change +

Increase meaning in work +

Foster ability for organisational learning =

Transformational

What's your balance

Example programme

5 Increase in power and its use +

2 Increase agility; the capability to understand the need for change and adapt to a changing environment +

2 Promote knowledge and skills on how to deal with the changes +

0 Optimise control and use of incentives =

Programmatic = 9 (45%)

7 Increase participation and opportunity to experience changes +

2 Develop psychological resilience to deal with change +

1 Increase meaning in work +

2 Foster ability for organisational learning =

Transformational = 11 (55%)

What's your balance?

Change programmes with sustainable results

1. A smooth transition from project to operations is enabled
2. Hands-on change leaders who are close to the actual work and impacts
3. Practical and adaptive approach to the transformation – not following a strict ‘guidebook’ or method
4. The change is not ‘outsourced’ to people or teams who are seen as external – it is driven from within
5. Change leaders engage in honest and straightforward conversations
6. Encouragement of participation to the extent where decision-making power was delegated to those persons impacted
7. Rather than training, employees are provided with early and incremental experience of the changes
8. A combination of hard and soft power interventions (‘smart power’)

Programmes with more adaptive interventions are more successful



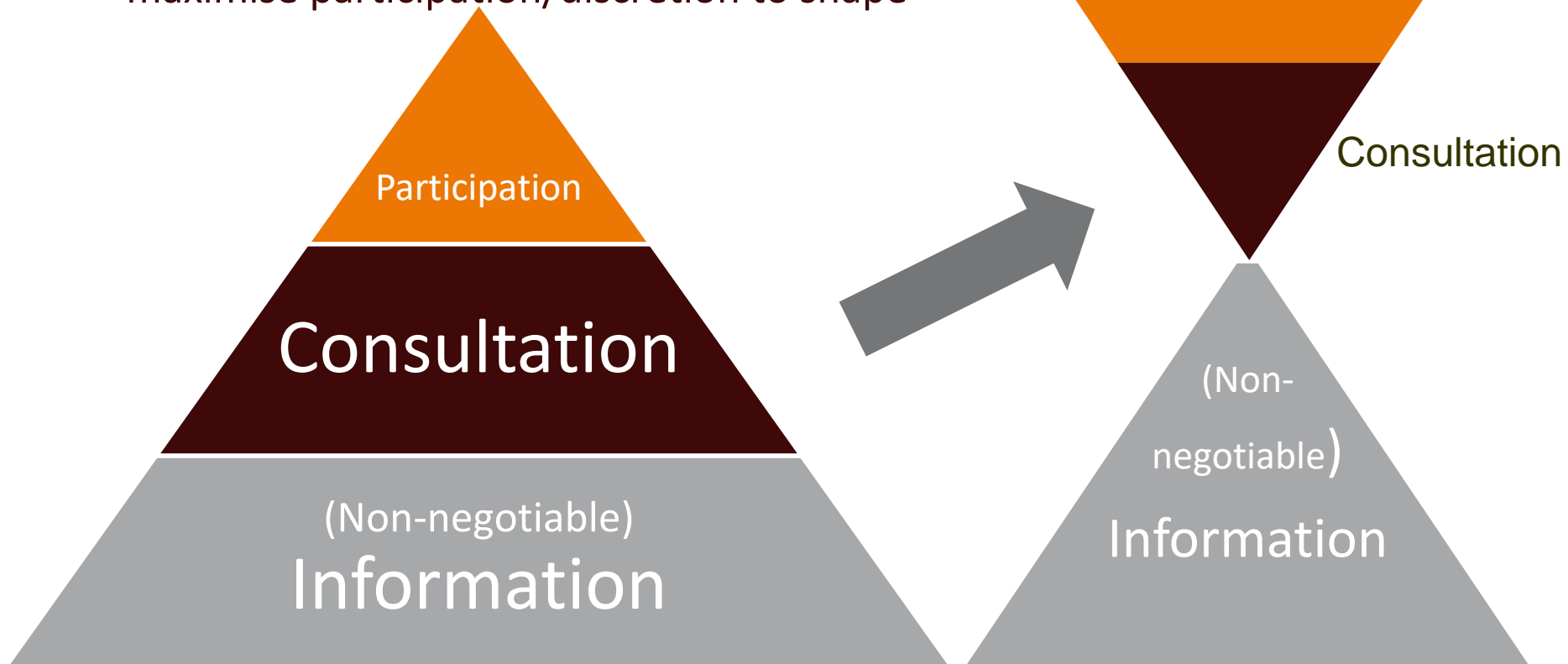
SETTING BOUNDARIES AND FREEDOM FOR CHANGE

Successful change – ‘pyramid’ to ‘hour glass’

Move from *minimal participation*

To *minimal consultation*:

- be honest about the non-negotiables
- maximise participation/discretion to shape



VECIT™ model – primary research

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The RedQuadrant tool shed

Integrated set of methods, approaches, practices, tools and frames:

- Organisation (Viable Systems Model, outside-in demand management, operational, strategic, and adaptation capability);
- Human relationships in organisation (Barry Oshry's Organic Systems Framework, systems leadership theory (along the lines of Jacques and Macdonald et al), perspectives, capabilities, OD); and
- Intervention theory and method.

Cohort-based mentoring, action learning, online/blended learning, meta-contextual approach.



Featured Courses



<https://medium.com/@antlerboy/an-invitation-to-the-redquadrant-way-tool-shed-8dba81a51c11>

Always happy to talk...

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