#### SKIB352 MIB Skills for Business Analysts Individual written assignment (80%)

Netflix, Spotify, Uber, 3D printers; .... are game-changers. Using available information about disruptive businesses, technologies, and/or based on your personal experience, give a critical evaluation and analysis on becoming a disruptive business analyst? Detail the tools approaches a business analysis should develop and adopt in a "disruptive." Also, analyze the possible ethical dilemmas connected to the disruptive business analyst.

The assignment should be 2000-word (+/-10% deviation tolerated) analysis, in Microsoft Word format. Include min. 5 academic sources (i.e., academic journal articles, including facts and figures; chapters in edited books; or monographs) related to the topic, also summarizing your conclusions and recommendations. Poor academic practice (e.g., quoting directly from sources that exceed 10% of the paper) will automatically fail.

#### Introduction

BA practices in disruptive companies and their critical assessment

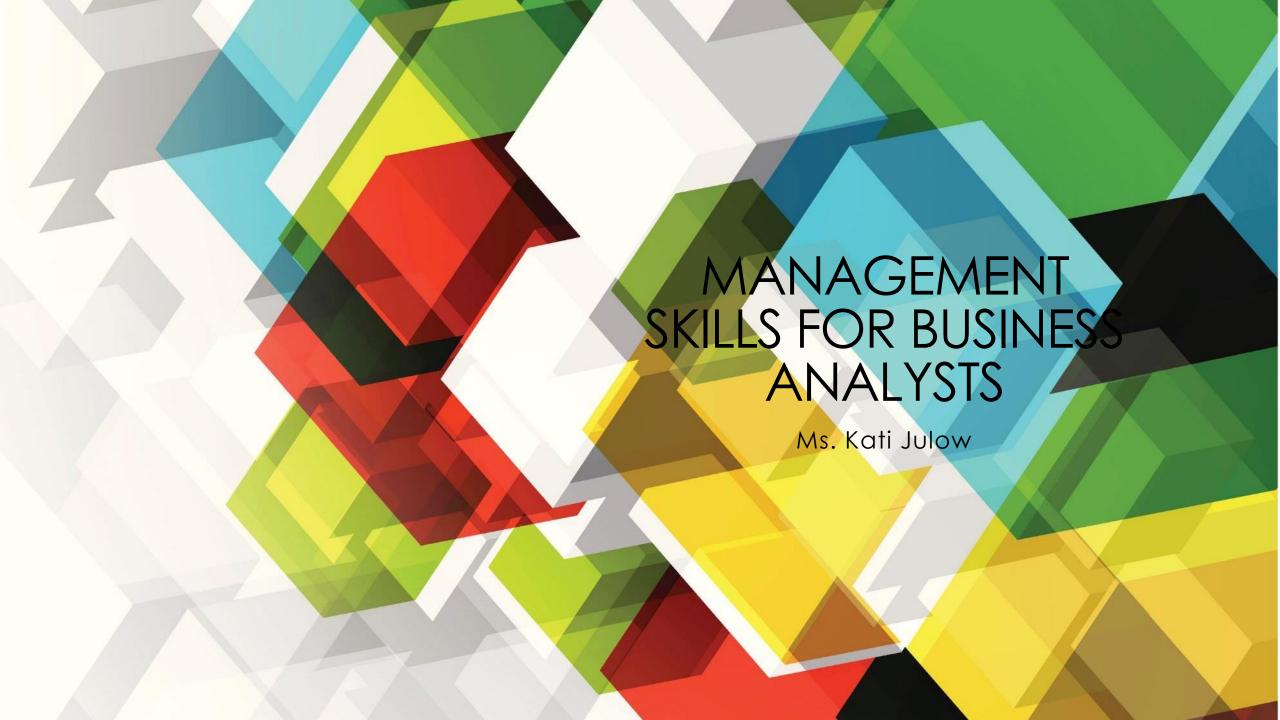
**Dilemmas** 

**Conclusion and Recommendation (including own learnings and takeaways)** 

**Deadline**: Please see on the Moodle page

The assignment will be assessed based on the following criteria (see the grid on Moodle):

- · Use of literature 15%
- Presentation and Structure15%
- The coherence of the analysis 25%
- Originality and Creativity25%
- · Conclusion and Recommendations 20%



## Preliminary preparation



- A story about change management:
- https://wisdomshare.com/stories/far mers-donkey/
- What is the cost of change?
- https://www.nibusinessinfo.co.uk/con tent/cost-change-management

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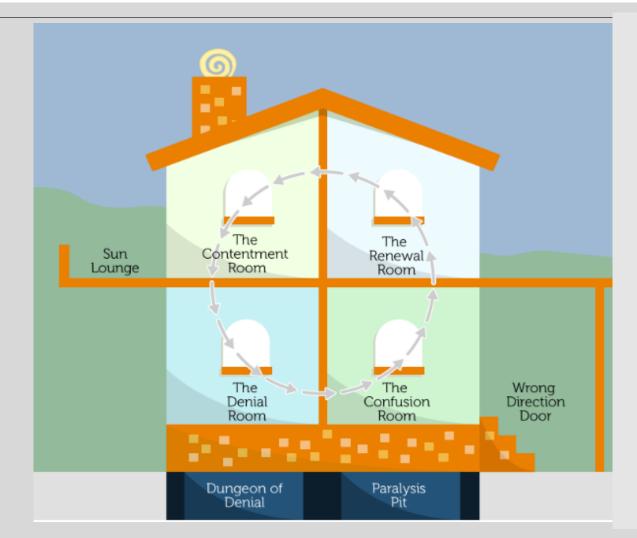
#### agenda

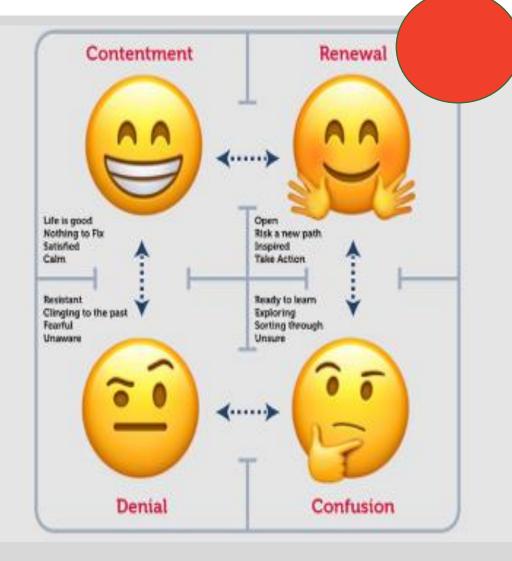
- Why to manage change?
- Types of change management
- Organizational
- individual
- The leader's role in the change curve

How many changes do you face right now?









4 rooms of change (C. Janssen)

 https://www.quivermanagement.com/2019/03/26/turnperpetual-white-waters-of-change-into-continuous-growth/

#### Individual resistance: AMO



#### WHY WON'T THEY CHANGE?



#### Understanding factors that influence individual behavior

Ability-motivation-opportunity (AMO) is a high-level model that suggests a variety of factors may combine to influence individual behavior. If one of these is missing, it may act as a barrier to change.



I know about it and know how to do it I don't mind doing it, BUT I don't have the resources I need. I know about it and know how to do it I want to do it. I have the resources I need.

Source: Hughes, J. (2007, January). The ability-motivation-opportunity framework for behavior research in IS. In System Sciences, 2007. HICSS 2007. 40th Annual Hawaii International Conference on (pp. 250a-250a). Th@gersen, J. (1995). Understanding of consumer behaviour as a prerequisite for environmental protection. Journal of consumer policy, 18(4), 345-385.



How do you usually assess change context? How shall we deal with uncertainty?

#### disorder

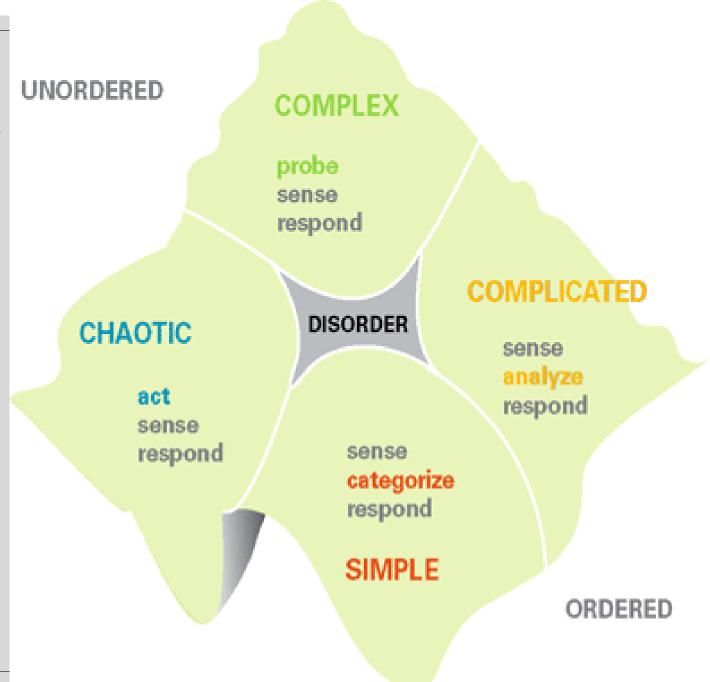
• Is not necesserily bad.

#### A complex system is:

- It involves large numbers of interacting elements,
- The interactions are nonlinear, and minor changes can produce disproportionately major consequences.
- The system is dynamic, the whole is greater than the sum of its parts, and solutions can't be imposed; rather, they arise from the circumstances. This is frequently referred to as
- emergence
- The system has a history, and the past is integrated with the present; the elements evolve with one another and with the environment; and evolution is irreversible.
- Hindsight does not lead to foresight because the external conditions and systems constantly change.
- Unlike in ordered systems (where the system constrains the agents), or chaotic systems (where there are no constraints), in a complex system the agents and the system constrain one another, especially over time. This means that we cannot forecast or predict what will happen.
- Human unpredictibility:
- They have multiple identities and can fluidly switch between them without conscious thought. (a person can be a respected member and a terrorist)
- They make decisions based on past patterns of success and failure, rather than on logical, definable rules.
- They can, in certain circumstances, purposefully change the systems in which they operate to equilibrium states (think of a Six Sigma project) in order to create predictable outcomes.

## Cynefin structure

- Do changes require similar approaches?
- How do we take decisions?
- Is there a one size fits all approach? NO
- What is the concext of the change?
- Cynefin: ku-nev-in, is a Welsh word that signifies the multiple factors in our environment and our experience that influence us in ways we can never understand.
- Changes: often juggling multiple demands, face situations that require a variety of decisions and responses. We need to be present and deal with multiple contexts
- The framework sorts the issues facing leaders into five contexts defined by the nature of the relationship between cause and effect. Four of these—simple, complicated, complex, and chaotic—require leaders to diagnose situations and to act in contextually appropriate ways. The fifth—disorder—applies when it is unclear which of the other four contexts is predominant.
- https://hbr.org/2007/11/a-leaders-framework-for-decision-making



### Simple context

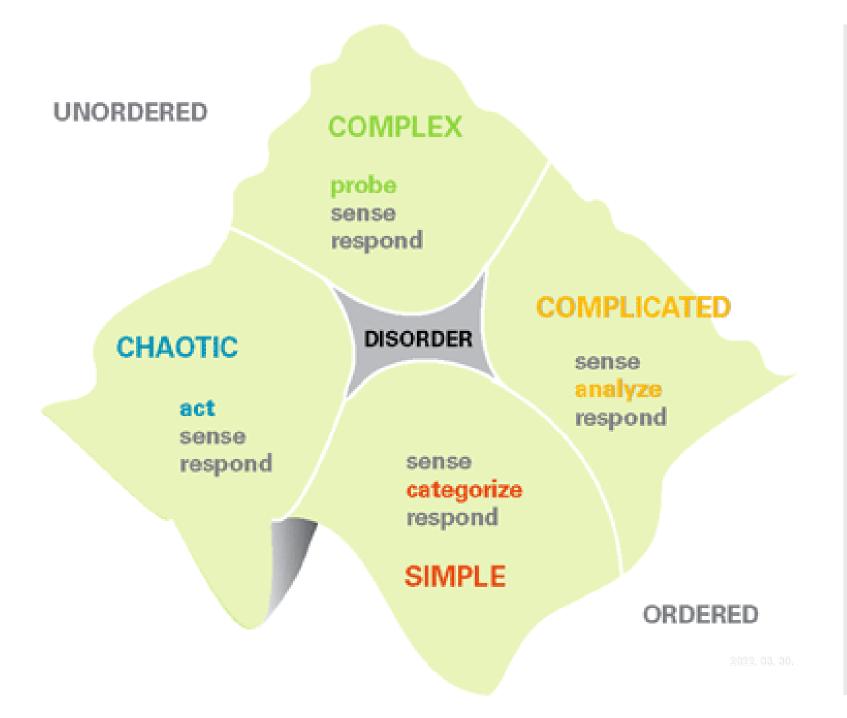
- (not in nature)
- stability and clear cause-and-effect relationships
- leaders sense, categorize, and respond (based on established practices, best practices)
- e.g. loan payment processing. If problem pops up, an employee can identify that (when, say, a borrower pays less than is required), categorize it (review the loan documents to see how partial payments must be processed), and respond appropriately (either not accept the payment or apply the funds according to the terms of the note). Since both managers and employees have access to the information necessary for dealing with the situation in this domain, a command-and-control style for setting parameters works best.

# Obvious Sense Categorise Respond Best Practises



#### The Obvious Domain

Cause and effect of a solution is easy to understand based on our previous experience.



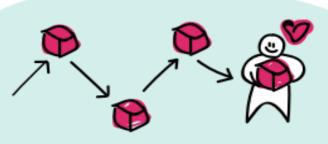
What can be the risk in simple contexts?

## What can be the risk in simple contexts?

- Risk:
- if we ignore that best practice is past practice
- If we misdiagnose (oversimplify) the situation
- If we apply entrained (miopyc, routine) thinking
- If compacency-simple slips to chaotic
- If leaders micromanage
- Solution: early warning signals

#### Complicated context

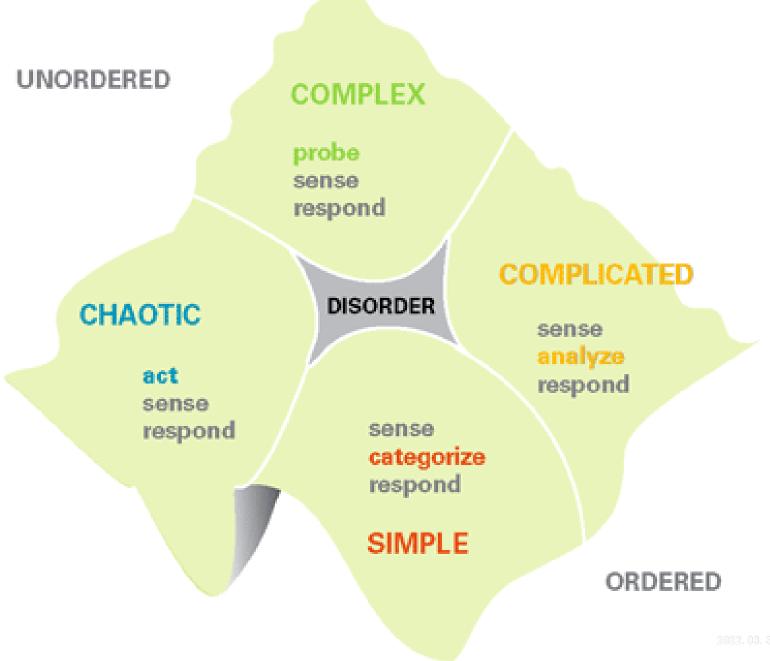
- Known unknowns: many right alternatives;
   but not obvious cause and effect relations
- leaders sense, analyze, and respond.
   (problems require diagnostics!)
- Good practices instead of one best practice (e.g. new cell phone feature A /B/C...equally valuable; e.g. search for oil/mineral deposits)
- usually requires a team of experts, maybe more locations, analysis, understanding consequences
- Decision taking takes longer



#### **The Complicated Domain**

Through analysis we can understand the cause and effect of a solution.

# Complicated Sense Analyze Respond Good Practises



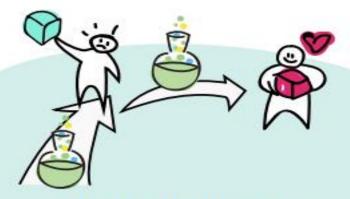
What can be the risk in complicated contexts?

## What can be the risk in complicated contexts?

- Entrained thinking: experts rely on routine and dominate (no tolerance for new stuff)
- Leader overrely on expert (no space for new ideas)
- . "analysis paralysis,", unable to agree on any answers because of each individual's entrained thinking—or ego.
- "in the box thinking"
- Solution: give space for novelty

#### Complex scene

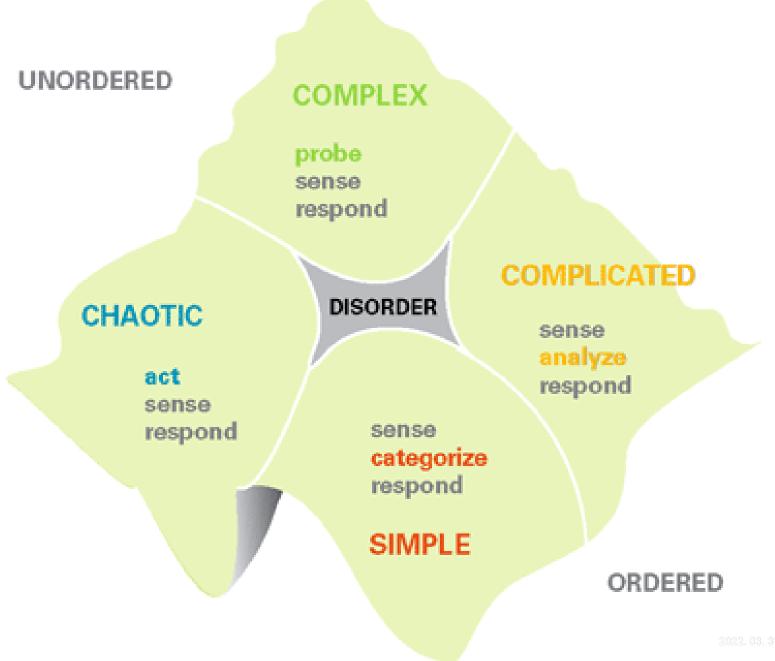
- Unknown unkown: the Brazilian rainforrest: constant flux, changing patterns, (extinctions)
- E.g. Apollo 13 crisis ("Houston, we have a problem") / group of experts is put in a room with a mishmash of materials/this is what you have; find a solution or the astronauts will die/solution emerges (Conditions of scarcity often produce more creative results than conditions of abundance; e.g. Youtube
- Experimental and not command-and-control management



#### The Complex Domain

Cause and effect of a solution is only apperent in hind sight. This is where hypothesis driven development is used.

## Complex Probe Sense Respond Emergent



What can be the risk in complex contexts?

# What can be the risk in complex contexts?

- Temptation of command and control style,
- lack of tolerance for experimenting,
- Excessive control

#### Chaotic context

- No cause and effect relationship
- Aim: reduce turbulence, stop bleeding
- Leader acts toestablish order, then sense where stability is present a to transform the situation from chaos to complexity, where the ider future crises and discern new opportunities. C
- Imperativer top down communication, no time for inputs
- E.g. September 11 / New York/ major Rudy Giuliani;

## Chaos Act Sense Respond Novel



#### The Chaos Domain

Trust your instinct to get out of the imediate danger zone. Assess the situation and determine next steps. Take action to move yourproblem to another domain.

## What can be the risk in chaotic contexts?

## What can be the risk in chaotic contexts?

- highly successful leadsers can develop distorted self-image,
- If "fan club" appears, supporters cut leaders off from accurate information.
- Easy to miss innovation (chaos and innovation to be managed paralel)

## Cynefin in practice

- on January 1993, a gunman murdered seven people in a fast-food restaurant in Palatine, a suburb of Chicago. In his dual roles as an administrative executive and spokesperson for the police department, Deputy Chief Walter Gasior suddenly had to cope with several different situations at once. He had to deal with the grieving families and a frightened community, help direct the operations of an extremely busy police department, and take questions from the media, which inundated the town with reporters and film crews. "There would literally be four people coming at me with logistics and media issues all at once," he recalls. "And in the midst of all this, we still had a department that had to keep running on a routine basis."
- During the Palatine murders of 1993, Deputy Chief Gasior faced four contexts at once. He had to take immediate action via the media to stem the tide of initial panic by keeping the community informed (chaotic); he had to help keep the department running routinely and according to established procedure (simple); he had to call in experts (complicated); and he had to continue to calm the community in the days and weeks following the crime (complex). That last situation proved the most challenging. Parents were afraid to let their children go to school, and employees were concerned about safety in their workplaces. Had Gasior misread the context as simple, he might just have said, "Carry on," which would have done nothing to reassure the community. Had he misread it as complicated, he might have called in experts to say it was safe—risking a loss of credibility and trust. Instead, Gasior set up a forum for business owners, high school students, teachers, and parents to share concerns and hear the facts. It was the right approach for a complex context: He allowed solutions to emerge from the community itself rather than trying to impose them. •

SIMPLE	consistent events  Clear cause-and-effect relationships evident to every- one; right answer exists  Known knowns  Fact-based management	Ensure that proper processes are in place Delegate Use best practices Communicate in clear, direct ways Understand that extensive interactive communication may not be necessary	Desire to make complex problems simple Entrained thinking No challenge of received wisdom Overreliance on best practice if context shifts	channels to challenge orthodoxy Stay connected without micromanaging Don't assume things are simple Recognize both the value and the limitations of best practice
COMPLICATED	Expert diagnosis required  Cause-and-effect relationships discoverable but not immediately apparent to everyone; more than one right answer possible  Known unknowns  Fact-based management	Sense, analyze, respond Create panels of experts Listen to conflicting advice	Experts overconfident in their own solutions or in the efficacy of past solutions Analysis paralysis Expert panels Viewpoints of nonexperts excluded	Encourage external and internal stakeholders to challenge expert opinions to combat entrained thinking  Use experiments and games to force people to think outside the familiar
COMPLEX	Flux and unpredictability No right answers; emergent instructive patterns Unknown unknowns Many competing ideas A need for creative and innova- tive approaches Pattern-based leadership	Probe, sense, respond  Create environments and experiments that allow patterns to emerge  Increase levels of interaction and communication  Use methods that can help generate ideas: Open up discussion (as through large group methods); set barriers; stimulate attractors; encourage dissent and diversity; and manage starting conditions and monitor for emergence	Temptation to fall back into habitual, command-and-control mode Temptation to look for facts rather than allowing patterns to emerge Desire for accelerated resolution of problems or exploitation of opportunities	Be patient and allow time for reflection Use approaches that encourage interaction so patterns can emerge
СНАОТІС	High turbulence  No clear cause-and-effect relationships, so no point in looking for right answers  Unknowables  Many decisions to make and no time to think  High tension  Pattern-based leadership	Act, sense, respond  Look for what works instead of seeking right answers  Take immediate action to reestablish order (command and control)  Provide clear, direct communication	Applying a command-and-control approach longer than needed  "Cult of the leader"  Missed opportunity for innovation  Chaos unabated	Set up mechanisms (such as parallel teams) to take advantage of opportunities afforded by a chaotic environment.  Encourage advisers to challenge your point of view once the crisis has abated.  Work to shift the context from chaotic to complex.

Sense, categorize, respond

Complacency and comfort

Create communication

Repeating patterns and

## Why do we resist change?



- PEOPLE FOCUSED
- PAROCHIAL SELF INTEREST (I fear losing something valuable)
- MISUNDERSTANDING, NO TRUST (what might be the implications?honesty of management?)
- CONTRADICTORY ASSESSMENT (people assess change differently from change.makers/management)
- LOW TOLERANCE OF CHANGE (routine is good...why?)

#### Organizational resistance: AMO



Group intertia
Organizational structure
Threat to specialization
Threat to power
Sunk costs

# How can you overcome resistance? (Kotter & Schlesinaer



# 1. Education & Communication 2. Participation & Involvement 3. Facilitation & Support 4. Negotiation & Agreement 5. Manipulation & Co-optation 6. Explicit and Implicit Coercion

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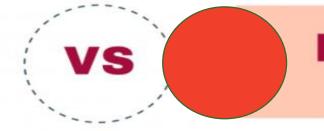
#### Educate, communicate

- educate and communicate your team about the change before it begins (kill lack of info, or misinfo)
- When to use?
- Use when your team has a lack of information or inaccurate information.
- Advantages
- When people get involved, start understand, -easier to dynamize and implement.
- Disadvantages
- time-consuming to repeat, repeat, repeat messages









## Feedforward

Focuses on Future



Static

Requires knowledge of what has happened

Tends to focus on negative feedback

Can be taken personally

Reinforces the feeling of failure

Time-consuming

Associated with judgment



Creates momentum for change

Solutions focused

Based on what can be achieved

Cannot involve a personal critique, since it has not yet happened

Reinforces the possibility of change

Faster and more efficient

Does not imply superiority of judgment

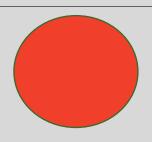


### Participate, involve

- When to use?
- Involve people, especially resistors, to participate in planning. Use when the change isn't fully understood at the outset and you need help to design the change.
- Advantages
- Inputs improve plan. Ownership. Potential resistors involved.
- Disadvantages
- You need to be careful that team members don't design an inappropriate change. This can be time-consuming.

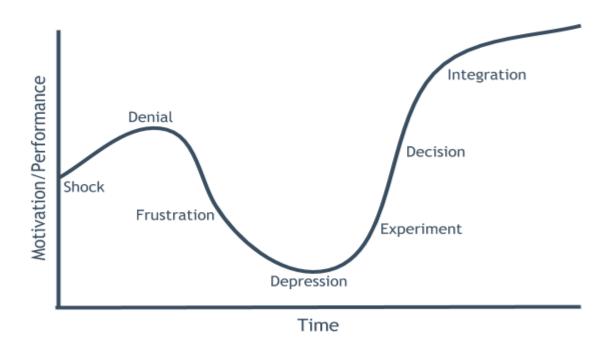






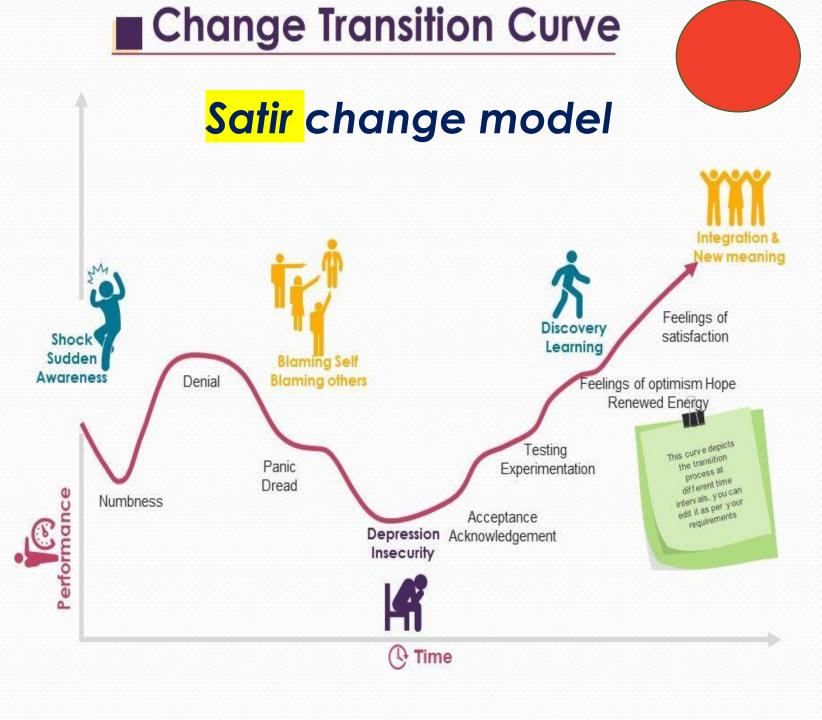
- When to use?
- Support emotionally, train and educate when when people are resistant because of fear and anxiety.
- Advantages
- This is the best approach to use with fear and anxiety
- Disadvantages
- This approach can be time-consuming, expensive, and yet still fail.

#### The Change Curve



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## Negotiate, aggree

- When to use?
- Negotiate to encourage people to change their ways, reduce resistance. Can offer financial incentives. Any aggreement to be formalized. when someone stands to lose out from the change. In this situation, it can often be the easiest way to avoid major resistance.
- Advantages
- It can be a quick and easy way to avoid resistance.
- Disadvantages
- It can be expensive if everyone wants compensation to accept the change



## Manipulate, coopt

- When to use?
- Manipulation- use information selectively, ....
- Co-opt: give popinion makers/influencers a role as part of the change management team., but it can often be the only option available you when other options fail or are too expensive.
- Advantages
- It can be a quick and inexpensive way to overcome resistance to change.
- Disadvantages
- seen as unethica- ICan lead to problems, or intensify resistance, if people feel they are being manipulated.

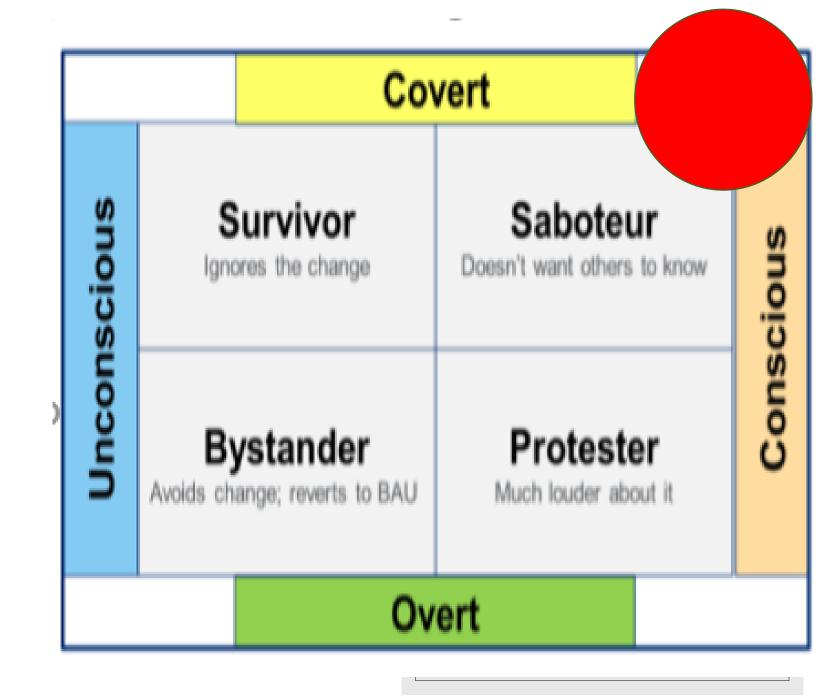


## Coerce, explicitly, implicitly

- When to Use?
- Threat team to speed up and accept the change. (turnarounds)
- Advantages
- This method is quick.
- Disadvantages
- risky. Ethics? Emotional pressure.fury



# Change resistence



## **Using the Six Change Approaches**

Approach	When to Use?	Advantages	Disanvantages
Education / Communication	When team has lack of information or inaccurate information.	Once onboard, people will be more likely to help with the change.	Very time consuming.
Participation / Involvement	When people have the power to resist but you need them to embrace the change.	People who participate will be more bought in. Quality of change plan will improve.	Time consuming. Need to ensure people design appropriate change.
Facilitation / Support	Use when people are resistant because of fear and anxiety.	This is the best approach to use with fear and anxiety.	This approach can be time- consuming, expensive, and yet still fail.
Negotiation / Agreement	Use when someone stands to lose out from the change	It can be a quick and easy way to avoid resistance.	Can be expensive if everyone wants compensation to accept the change.
Manipulation / Co-optation	Can often be the only option available to you when other options fail or are too expensive.	It can be a quick and inexpensive way to overcome resistance to change.	Can lead to problems if people feel they are being manipulated.
Explicit / implicit coercion	Use this method when the speed of change is important.	This method is quick. It can overcome all types of resistance.	It can be risky. Team members can be furious at how they are being handled.

### DEFINITION

Force field analysis is an acknowledged <u>tool to</u> <u>reduce the resistance to change</u>. (Resistance is one of the change killers.)

The analysis is used for planned changes, and as a part of the implementation of change.

# Force field analysis (K.Lewin)

Our current performance level



1. IDENTIFY

Forces for change (drivers)

Forces for resistance (restrain)

- 2. SELECTIVELY REMOVE RESTRAINING FORCES
- 3. DRIVING FORCES WILL PUSH CHANGE FORWARD AUTOMATICALLY (removing the imbalance in quasi stationary equilibrium created by restraining forces)

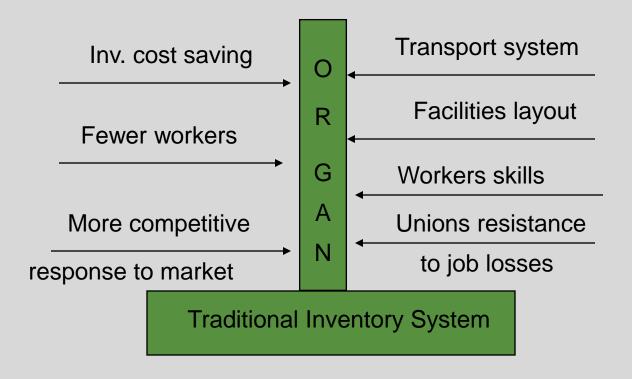
time

time

# FORCE FIELD THEORY IN PRACTICE 1.

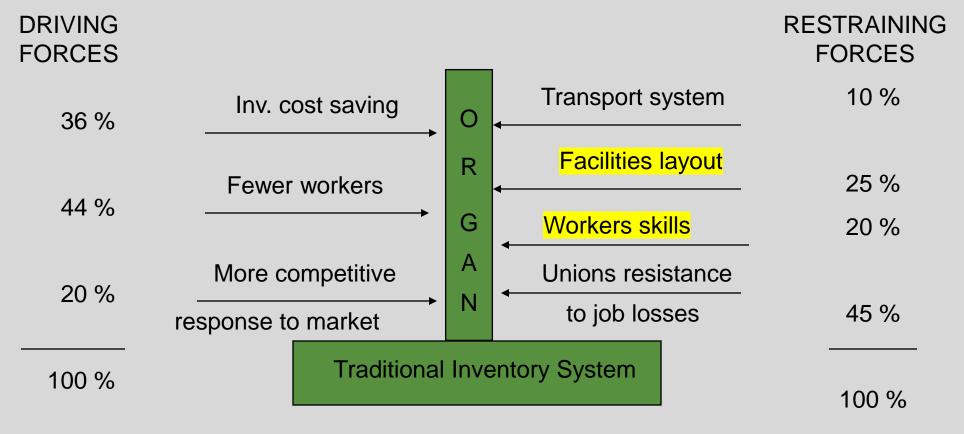
DRIVING FORCES

RESTRAINING FORCES



**QUASI STATIONARY EQUILIBRIUM** 

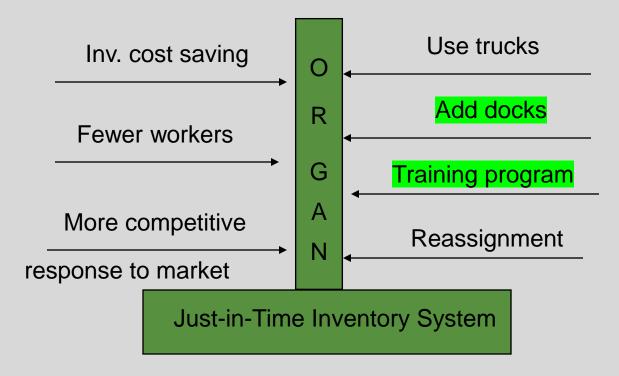
# FORCE FIELD THEORY IN PRACTICE 2.



**QUASI STATIONARY EQUILIBRIUM** 

# FORCE FIELD THEORY IN RACTICE 3. FORCES

RESTRAINING FORCES



**NEW QUASI STATIONARY EQUILIBRIUM** 





Now pick a change you currently face and do your fieldforce (5 mins)



#### **Create Urgency**

Get everyone talking about the reasons for change.







Find people at all levels and from across your organization who will support you.





#### Create a Vision for Change, and Communicate It

Sum up the difference that your change will make. Be clear and inspirational but honest, too.



#### Create Short-Term Wins

Set small goals that contribute to the big change, so that everyone can see and enjoy the progress.



# Kotter 8 stepper



#### **Remove Obstacles**

Quickly tackle any processes or people who might be **blocking change.** 



#### **Build on the Change**

Practice your new processes to make sure they're solid. Keep looking out for opportunities to improve even more.

#### Create Short-Term Wins

Set small goals that contribute to the big change, so that everyone can see and enjoy the progress.



8

## Anchor the Change in Your CULTURE

Celebrate and record every success, and recruit and retain people who share your values.

#### ADDRESSING THE FOUR IMPERATIVES IN CHANGE MANAGEMENT THROUGH THREE JOURNEYS





Leaders must drive the change



Time-to-impact oriented towards creating long-term value



Employees must be supported



Practices should be adaptable and transparent

#### Leader Journey

Activate, align, engergize, and equip leaders to inspire and drive change

#### **Program Journey**

Ensure rapid-paced change with new governance and adaptive end-to-end program management

#### People Journey

Inclusively engage and empower employees in real time through transparent multiway communications

#### **BEHAVIORAL ECONOMICS**

Source: BCG analysis.

Delta: is a portfolio of change

https://www.bcg.com/capabilities/changemanagement/solutions.aspx

Each delta is an ongoing process, mutually reinforce one another

## **Agile Value**

# Individuals & interactions

Working software

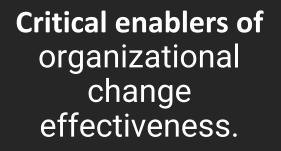
Customer collaboration

Responding to change

- 1. Customer satisfaction by rapid delivery
- 2. Welcome changing requirements
- 3. Working software delivered frequently
- 4. Working software the principle measure of progress
- 5. Sustainable development, able to maintain a constant pace
- 6. Close, daily cooperation between business people & developers
- 7. Face-to-face conversation is the best form of communication
- 8. Projects are built around motivated individuals who should be trusted
- 9. Continuous attention to technical excellence & good design
- 10. Simplicity the art of maximizing the amount of work not done is essential
- 11. Self-organizing teams
- 12. Regular adaptation to changing circumstances

Prosci Enterprise
Change
Management
a linear methodology
for approaching
organizational
changes
design and carry
through the change

Prosci stage	Specific activity	
Vision		
	Define future state	
	Assess current state	
Strategy		
	Engage primary sponsor	
	Form & prepare project team	
	Select deployment strategy	
Implementation		
	Build project plan	
	Create change management plan	
	Create and present business case	
	Implement integrated plan	



#### Prosci change lever

Communications lever: sponsor/face to face/ Whats in there for me....

Sponsor roadmap lever? Activity, visibility

Coaching lever: employee-supervisor relationship

Training lever:: knowledge and skill buildiong

Resistance management lever:

 https://www.prosci.com/resources/articles/integratedindividual-organizational-cm-methodology

# Crisis as change





- Natural Disasters. ... Fukushima, Haiti quake, Catrina hurricane.....
- **Environmental Issues.** .... Chernobyl, Bhopal, .....
- **Cybersecurity.** ...Zoom data breach, Facebook
- **Product Recalls.** ....Toxyota 2014 6,5 million cars; 2018 US 200K eggs; you name it (Aldi; Ikea, etc)
- **Employee Misconduct.** ... Uber, Yahoo, etc....
- Conflict with Interest Groups. .....

Mitroff's five-stage model for crisis management:

#### Five-stage Model for Crisis Management



/www.pagecentertraining.psu.edu

#### Stages of Crisis Communication

#### **Pre-crisis**

- 1. Monitor crisis risks
- 2. Make decisions about how to manage potential crises
- 3. Train people who will be involved in the crisis management process

#### **Crisis**

- 1. Collect and process information for crisis team decision making
- 2. Create and disseminate crisis messages

#### **Post-crisis**

- Asses the crisis management effort
- 2. Provide follow-up crisis messages as needed

## Feedforward interviews

- breaks away from the traditional performance revies
- Focus on strength and achievement what can be your "fuel" for future achievements and success?)
- Focus on the future plans, priorities and actions, NOT retrospectives
- First empiric experience from 2014 Canadian company( Budworth, Latham and Mandroop) in a sales and customer service depart-involving 25 managers and 145 employees, half of whom received a normal appraisal from their managers and the other half of whom had a feedforward discussion instead. 4 months later, feedforward employees performance was much better
- E.g.
  - Could you please tell me a story that happened at your work, during which you felt full of life (happy, energized), even before the results of your actions became known?
  - Would you be happy to experience a similar story (process) again? [IF YES, reflect the story & proceed; IF NOT, ask for another story.]
  - What was the peak moment of this story? What did you think at the peak moment?
  - How did you feel at that moment (including your physiological reaction)?
  - What were the conditions in you, such as things you did, your capabilities and your strengths, that made this story possible?
  - What were the conditions in others (what did they do?) and in the organisation that allowed this story to happen?
  - Think of your current actions, priorities and plans for the near future (e.g. next quarter) and consider to what extent they incorporate all of these conditions.