



# Change Acceleration Process Training Program Overview

## OVERVIEW OF THE CHANGE ACCELERATION PROCESS (CAP)

In 1989, under the direction of Jack Welch, GE launched “Work-Out” – a workshop style, team based problem-solving and employee empowerment program modelled after the Japanese Quality Circles. Work-Out was a huge success but Welch was frustrated by the poor rate of adoption and acceptance of the improvements and changes identified and developed. As a result he commissioned a team of consultants to scour industry and academia for best practices in change management. The result was the Change Acceleration Process, commonly referred to as “CAP.”

## THE CHANGE EFFECTIVENESS EQUATION

The team studied hundreds of projects, business initiatives and change programs. One of their insights was that it is lack of attention to the softer, interpersonal factors that most often derail improvement initiatives and stop them from having the potential impact that they might.

The team created the Change Effectiveness Equation, as a simple way to describe the phenomena.

$$E = Q \times A,$$

In simple terms, it means: the Effectiveness (E) of any initiative is a function of both the Quality (Q) of the technical design and the Acceptance (A) of that design by those individuals who will be required to change.

As a result, CAP training incorporates frameworks and methods to both optimise the quality of the solutions developed and the acceptance of those solutions/

The program comprises of seven modules:

1. **Creating a shared acceptance of the need to change** and the value in changing; How can you use the threats, opportunities, data and stories to help all of the impacted parties understand why the changes are being undertaken and the benefits in it for each of them?
2. **Shaping a shared and compelling vision of the future state**; How can you engage key stakeholders in a process of developing a clear and exciting description of what the future will be like. What will they see, feel and hear more of and less of in the future ways of working?
3. **Mobilising and engaging the team**: How can you get the key stakeholders involved in the design of the future state, where should you expect resistance, what are likely to be the major causes and how can they best be overcome and managed?;
4. **Providing clear, enabling and supportive leadership**: What can a leader do, how should they communicate and how should they engage with the different stakeholders in order to facilitate, enable and drive the change effectively?
5. **Monitoring and reporting progress**: Monitoring progress is critical in order to create momentum and energy around the change, and to identify when resistance and other change issues are being experienced.
6. **Making the change last**: What are the most effective practices that can be adopted to ensure that once changes are made, they are sustained, such as ensuring that you close down the old ways of working, so that it can no longer be used?
7. **Changing any other aspects of the organisational systems and structures**: What are the other elements of the organisational systems and structures that might also need to be changed in order to support the desired outcomes?

## THE CAP PROGRAM STRUCTURE

The program diagram below, illustrates the program structure that enables organisations to successfully achieve the transition from the current state (The left) to the future state (The right) as quickly and smoothly as possible.

The position of each chevron indicates the relative timing and duration of it's role in a successful change program.

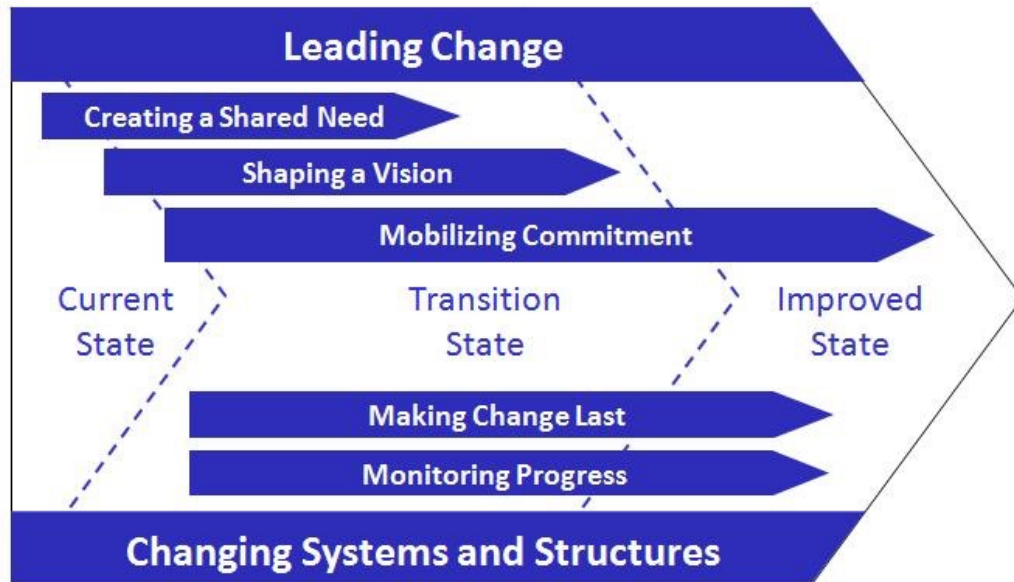


Figure: The Seven Elements Of The Change Acceleration Process

Within each of the seven elements of the change acceleration process and model, there are specific tools, templates and best practices. These are each reviewed, discussed and then completed within the training to ensure that participants are able to apply them effectively to future change challenges.

In total, 17 different tools and templates are explained, explored, critiqued and utilised within the training module. The tools include:

- Leading Change Assessment
- Threats & Opportunities Matrix
- In Frame / Out Of Frame
- 15 Words
- Elevator Speech
- SIPOC
- 3 D's Matrix
- More Of / Less Of
- Backwards Imaging
- Stakeholder Analysis
- Resistance Analysis
- GRPI Checklist
- Influencing Strategy
- Communications Planner
- Communications Assessment
- Change Acceptance Monitor
- Systems & Structures Checklist

Figure: The Seventeen CAP Tools & Templates

This three day training program is hands-on and experiential in nature and participants are encouraged to bring along actual change challenges and active change projects to work on in the training order to make the practice and learning as useful and relevant as possible.

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