

<company name>

Organizational Coaching Plan

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ADKAR Change Model

Throughout the document the term "future org" refers to the new status quo (namely the new organizational structure/processes) these change efforts are focusing on creation.

ADKAR is one of the many model describing the change process. I will be mapping our change process to its five focuses to better explain our path to "future org".

1. **Awareness:** understanding the need for change and sense of importance/urgency
2. **Desire:** gathering consensus on the chosen path
3. **Knowledge:** building a detailed plan on running the change/transformation
4. **Ability:** mastering the skills required to live the new status quo
5. **Reinforcement:** sustaining the changes and making sure the new status quo persists

Phase 1: Coaching Change Vision (Done!)

Key question: "What do we want to change?"

Goal: come up with a desired, agreed and supported vision for the "future org"

Coaching focus: Awareness, Desire, Knowledge, Ability, Reinforcement

Outcomes:

- Key understanding of the desired direction of org development by C-level
- Company-wide consensus on the upcoming changes
- Sketches of structures/processes of the future organization

Circles of coachees (in the order of focus):

- C-level, Teams

Exit criteria:

- The need for change is clear and there is a vision for "future org"

Phase 2: Coaching Key Structural Changes (Done!)

Key question: "How exactly will we be changing?"

Goal: detail the transition plan and implement the key structural changes that would support the "future org".

Coaching focus: Awareness, Desire, Knowledge, Ability, Reinforcement

Outcomes:

- Path to the "future org" is clear and supported by all affected parties
- Key people are ready to take upon the new roles/responsibilities
- Key impediments are known and being resolved by C-level
- The "future org" is emerged

Circles of coachees (in the order of focus):

- C-level, B-level, Teams

Exit criteria:

- The "future org" is here

Phase 3: Coaching Process to Structure Fit (in Progress)

Key question: "How can the new process look like and be lived?"

Goal: coaching the Teams to live the new structure

Coaching focus: Awareness, ~~Desire~~, Knowledge, Ability, Reinforcement

Outcomes:

- Newly formed teams start to live the new structure/processes
- Key organizational impediments are being aggressively surfaced and addressed
- Scrum sprint cycle is introduced and is sustained
- Individuals to step in into new roles and take upon the new responsibilities
- Teams start to inspect and adapt on the process
- Stakeholders and Teams start to inspect and adapt on the product
- Key organizational impediments are being aggressively surfaced and addressed

Circles of coachees (in the order of focus):

- Teams, C-level

Exit criteria:

- The "future org" is functional and producing value and becomes the new "status quo"

Phase 4: Coaching Further Process Improvements (Future)

Key question: "Having the stable ground, what can be improved?"

Goal: coaching further organizational and process optimizations to keep unveiling unrealized company potentials

Coaching focus: Awareness, ~~Desire~~, Knowledge, Ability, Reinforcement

Outcomes:

- New process/structure experiments are being constantly run at different levels of the organization
- Impediments are being addressed and challenged
- Teams are taking more ownership of the the process and the business outcomes

Circles of coachees (in the order of focus):

- Teams, B-level, C-level

Exit criteria:

- The company never stops learning and improving ("we're never done mentality")