

Change is the only constant. This is true now more than ever as technology and science continue to push the boundaries of what's possible and significantly compress product lifecycles. Moore's Law has challenged all businesses to innovate and adopt change as they compete to stay ahead of the technology curve.

It is change, continuing change, inevitable change, that is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be.

-Isaac Asimov

Businesses can no longer rely strictly on what works today and must continue to explore and integrate future possibilities into their plans and operations. Those organizations that are able to harness and exploit this power of change are best positioned for sustained, long term competitiveness and viability.

Institutionalize a Change Management Mindset and Competency

Change is not easy, as it often brings uncertainty and unknowns, disrupting the comforts found in the status quo. For most organizations, sticking with what they already know and are already good at is the 'safe bet' and they rationalize why change is not good for business.

Such organizations are at tremendous competitive risk as they operate in 'reactive mode' and are ill-prepared to respond quickly and effectively to external changes in the marketplace. These organizations must develop and institutionalize a change management capability across their culture, people and processes. This will help them stay vigilant against corporate complacency and ensure future viability.

Change is an incremental process that can take months, if not years, to fully develop depending on its scope and scale. As such, change management involves thoughtful planning, long-term commitment of resources across all levels of the organization and a mechanism to track and improve performance.

Key Value:

- Every business is challenged to innovate and adopt change as they compete to stay ahead of the technology curve
- Changing the cultural mindset from one that is adverse to change to one that welcomes and embraces change can lead to competitive differentiation and long-term viability
- Cornerstone's seasoned 'change agents' can be leveraged to lead a change program, diagnose and implement change management processes or simply to augment an existing implementation team

The Change Dilemma

50 Reasons Not To Change



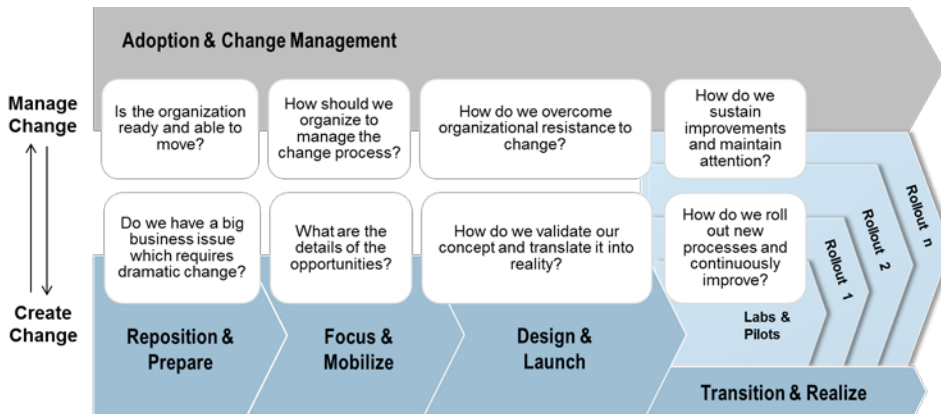
Some change process theories describe the stages of a successful change process as consisting of three phases:

- **Unfreezing:** Creating the motivation to change by disconfirmation of the present state, creation of survival anxiety, creating of psychological safety to overcome learning anxiety
- **Moving:** Learning new concepts, meanings, and standards by imitation of and identification with role models, scanning for solutions and trial-and-error learning
- **Refreezing:** Internalizing new concepts, meanings, and standards by incorporating into self-concept and identity and into ongoing relationships and groups

Source: Kurt Lewin's Freeze Phases, ChangingMinds.org

The Cornerstone Change Management Model is structured along these three phases with the distinction that there is a step beyond 'refreezing'. This step establishes a more change-friendly culture, paving the way for a continuous improvement approach to ongoing change. This model also tightly integrates the process of creating change with a concurrent program to managing change.

Cornerstone Change Management Model



Leveraging Our Experience for Your Organization

Cornerstone can provide change management consultants on an as needed basis. These seasoned 'change agents' can be leveraged to lead a change program, to diagnose and implement change management processes or simply to augment an existing implementation team.

Contact us today to learn more about Cornerstone's Adoption & Change Management offering.

Cornerstone Data Strategies IT Strategy and Transformation Practice

- Cornerstone's IT Strategy & Transformation Practice helps clients tap into the **value generating potential of IT** to drive competitive advantage and new business models
- Cornerstone's IT Strategy & Transformation Practice offerings collectively provide **a step-wise approach to defining a strategic IT agenda** that delivers both near and long-term benefits
- Cornerstone's IT strategy consultants are experienced **practitioners with real-world strategy, planning and implementation experiences** having served in line management positions

Cornerstone Data Strategies, Inc.

- Los Angeles
- New York
- Washington D.C.

Emerging Technologies & Innovation Product Offerings

ETI-2-01-201200

Emerging Technologies Strategy

Assess existing EA program and positioning, identifying Strengths, Weaknesses, Opportunities and Threats (SWOT)

Adoption & Change Management

Develop and institutionalize a Change Management capability across culture, people and processes

H-Factor

Providing services of organization development, change management, culture and leadership development

CIO / CTO Advisory

Providing domain expertise, strategic advisory, team mentoring and interim IT leadership

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