

CHANGE MANAGEMENT THROUGH

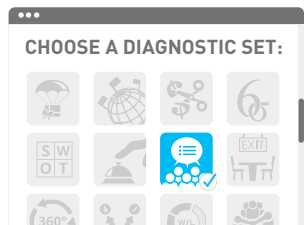
SNAPSHOT9





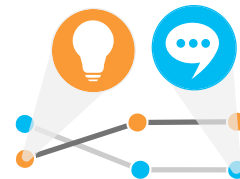
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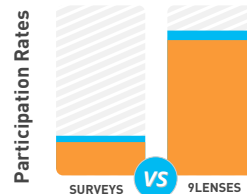
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CHANGE MANAGEMENT THROUGH SNAPSHOT9

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1 SUMMARY

This report is for those looking for a way to deepen & accelerate the natural change process within an organization. The general goal of Snapshot9 and of the 9Lenses Platform is to replicate what ‘best of breed’ companies do in their change management efforts through an *automated social infrastructure*.

Three main steps will be discussed:

1. **Get** *the Data*
2. **Create** *in-Depth Change*
3. **Measure** *that Change and Adjust*

NOTE: Change does not happen all at once. BUT applying certain methodologies will help your organization change at a faster, more efficient pace.

2 CHANGE

What do we really mean by change?

Change happening is one of the few things we can predict in the world. But we tend to predict with less accuracy the direction of change, and successfully mold it in the way we want it to go. There are so many variables! Managing change requires understanding variables at depth and moving towards change with every fiber. Change happens at depth but you see the impact at the surface. Perhaps this is why there is a clear fascination with dramatic change in our culture—change truly is drama.

Change is drama.

What is it about makeover shows like The Biggest Loser that are so compelling? They're about transformations, so they require dramatic changes at every level. They're about improvement – voluntary self-improvement – so we root for the participants to succeed. And because it's television, there's always the expected happy ending. Entertainment is magic, an illusion. But there is one respect in which these

FAILURE IS
NOT FATAL

BUT... FAILURE TO
CHANGE MIGHT BE

shows mislead us, and it speaks to a similar mistake we see in the literature on corporate change management.

Change does not happen all at once.

And meaningful change is not simply a course correction. Successful changes come because a long time before it “happens,” other things underneath the surface changed to make it happen. Change is maintained when these underlying factors

persist, so the change becomes deeply rooted and has true followthrough.

Change is long-term.

What happens to the “biggest losers” who simply go on a four-week crash diet or exercise program? They lose weight. But what often happens after that? They gain it right back! That’s the part we generally don’t see on a makeover show. The same could be said for home and garden shows. What do you suppose happens to the couple whose house used to be a complete mess after the cameras stop rolling? Does the makeover crew stay to wash the dishes, water the begonias, and make the bed? Of course not. And quick fixes are more than misleading – they can even be dangerous. Yo-yo dieting is bad for your health.

Change needs facts.

Not only is there a long route to preparing successful change, and a long route to maintaining it, but your goals must be contextualized based on truth, not belief. If data shows that the majority on a certain diet end up quitting and gaining weight, it’s probably not a good idea to use that program. Too often we base decisions on belief and hope, instead of facts and data. This E-Book is about how to get the facts and

use the facts to create in-depth, long-term change that has the buy-in and followthrough needed to change reality.

Alignment is key.

In terms of what we can control, what matters most is thorough and comprehensive alignment – every piece, every part, every person, every phase, and every level that makes up an organization. Alignment to what? Alignment to the desired change objective. This is not the same as alignment to leadership. Change doesn’t trickle down. It bubbles up. This is true for the companies that have made the most successful turnarounds. And the best companies always stay one step ahead and shed their skin periodically before the urgency for change is inevitably imposed from outside. So the question is, how can you have both across-the-board alignment and bottom-up empowerment?

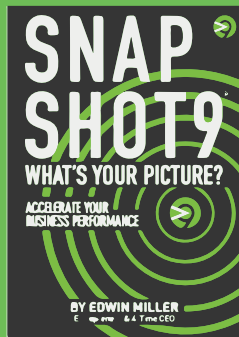


YOU NEED TO GET THE DATA
THEN YOU NEED TO CREATE IN-DEPTH CHANGE
THEN YOU NEED TO MEASURE THAT CHANGE AND ADJUST

WE CALL THESE SOCIAL DISCOVERY, SOCIAL DESIGN, AND SOCIAL
ASSURANCE PHASES RESPECTIVELY.

As is often the case in business, technology is our ally. This is where we add an element to the self-improvement analogies, because what we are really looking for is a multiplier. We need a way to deepen and accelerate the natural change process within an organization (whether company, division, department, program, product, or project). What matters is that whatever part of a company we're trying to change, we leverage all the assets, processes, and structures it contains, and integrate them into the new plan. This means we have to go beyond the kind of change directives driven by leadership or external consultants, like the kind we get at a typical offsite meeting, and we need to go beyond the "tiger team" approach that makes a particular set of people in the organization uniquely responsible for designing and implementing change. In fact, some companies don't even get around to forming tiger teams. This can result in group of people inside the company who spontaneously ally themselves to push a

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change forward. And while this may sound like a move in the right direction, these self-appointed "cowboy teams" often become alienated and isolated from the rest of the company, unless they are given complete autonomy and responsibility. And that's not always an option.

Moreover, the cowboy method is much more reactive than proactive. In other words, it usually comes too late.

What we need is a change process that penetrates through every aspect of an organization. These aspects are what I referred to in Snapshot 9 as its market lens, people lens, financial lens, strategy lens, operations lens, execution lens, expectation lens, governance lens, and entity lens. And we need this change process to happen continuously and repeatably so that it's not a quick-fix, but an ongoing evolution based on the solid foundation that is built from a company's core competencies.

3 PROCESS OVERVIEW: CHANGE MANAGEMENT THROUGH SNAPSHOT9

The 9Lenses Platform is a tool for social enterprise performance and knowledge management. To coordinate all the interconnected elements of an organization and get the level of buy-in and idea generation needed at every level of the company, you need a healthy internal dialogue. The most effective way to capture this dialogue is by automating these conversations through a cloud application social network. While many companies have executed successful change without this sort of technology, the cloud application provides a powerful multiplier. It lets you do more with less. Less money especially (anyone who has paid McKinsey or Bain knows what I mean). But also less disruption and intrusion, which is an advantage in its own right, especially when you are on a strict timetable.

If you think of your company or division as a body, the 9Lenses provide an exhaustive way to get every

cell in the body involved in the change initiative – the muscles, bones, joints, and especially the network of neurochemical signaling mechanisms. That's ultimately what will help us get fit.

The rest of this workbook focuses on using the Snapshot9 application to drive change through the company's financial model, which we locate in the the 9Lenses metadata architecture as a sub-lens of the financial lens. This is not something only the CEO and CFO need to worry about. That's like saying the stomach doesn't need to worry about the hormones being produced in the brain. Think of the financial model as a hormone production and regulation mechanism. Is it functional or dysfunctional? Is it telling you to eat too much or too little, to exercise too much or too little? You can't change it or reset it all at once, and you definitely can't do so without aligning all the other parts of the body. What Snapshot9 gives us is a way to pinpoint needed



changes through the power of social discovery, map them out through social design, and carry them out through social assurance.

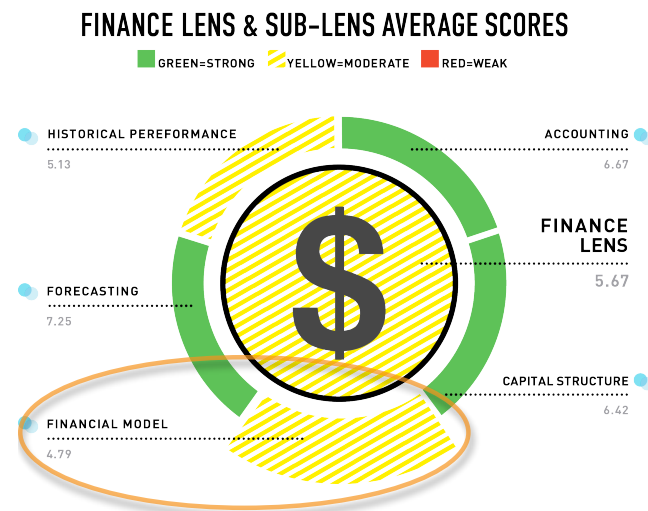
We take a snapshot of your organization's "metabolism", as represented by its degree of customer touch, its sales volume, and its per volume profit margins. Once we have a clear picture, we analyze decisions that would move these indicators in a positive direction. The moves do not happen all at once, but are presented and occur in a practical sequence over time. Nor are these moves accomplished by yourself. Instead of relying on offsite heroes, tigers, or cowboys, Snapshot9 begins and ends with collective learning, teamwork, accountability, empowerment, and alignment around a clear and measurable set of shared goals. That's how everyone at all levels will be truly be able to succeed.



4 GET THE DATA—THE CROWDSOURCED SNAPSHOT (GET READY FOR YOUR CLOSEUP)

Change Management Through Snapshot9 begins with a social discovery process. This establishes the baseline snapshot for the company so we can determine what kind of changes might improve it. It's important to get all of the impacted stakeholders involved from the earliest phase and keep them involved throughout. This is the only way real and lasting transformation is possible. The figures below show some details from the baseline survey. However, “survey” is a somewhat misleading word because rather than a static questionnaire that is given once and then filed away, the Snapshot9 baseline is powered by software that acts as an “intelligent interviewer,” designed to promote an ongoing, bilateral exchange of knowledge about the company. In this case, we are looking to identify

your company's current signature in terms of touch (everything that goes into its interactions with customers), volume (by gross units and revenue, but also in terms of current and potential segments), and margin (not just how much individual products contribute, but the structure of how those margins are produced).



The Snapshot9 book gives a much more detailed account of what touch, volume, and margin mean and how they are related, but the following will provide a preview of the categories we tend to use in the survey. The actual

Snapshot9 application has a larger menu of metrics we can customize to suit your company's individual needs, but the 17 you see below are the core ones we always use.

Within the application, each one of these areas is surveyed on individual slides that include contextual explanations for the terms and ideas presented, as well as links to supporting documents. In addition to the main rating slider, there are multiple-choice boxes and an open comment feature for additional feedback. This arrangement guides the user through the process and allows for a much higher level of engagement than you would get with a typical survey or offsite-style dialogue. Baseline participants are encouraged to elaborate on their views and support them with evidence.

You can obtain valuable information and insight just by asking your stakeholders about these key elements. What you'll find is that not everyone gives the same answers. This is not a problem! The presence of varying thought within your company is actually a good thing. It points to gaps in knowledge and alignment and therefore opportunities for change. It also

creates dialogue and buy-in to the change process, and prods participants – particularly executive leaders who often drive the effort with too little input – to make a true commitment to organizational change.

Overcoming the Biggest Barriers to Change

Throughout my business career, I've found that the major barriers to change are sticking to what we already know, acting only on what we directly observe, resisting opportunities for learning because of pride, valuing our own perspective over that of others, and pretending to understand when we do not. The only

way to overcome these barriers is through honest dialogue and a shared sense of urgency. Change needs to come from the inside now before it comes from the outside later, when we're unprepared for it. That's why crowdsourcing a conversation with Snapshot9 can be such an important first step.

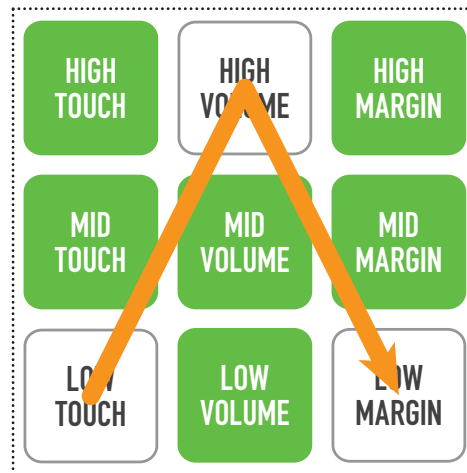
Touch	Volume	Margin
<ul style="list-style-type: none"> • Understand / Implement Offering • Customer Service • Sales & Marketing • Billing & Collecting • Production & Delivery 	<ul style="list-style-type: none"> • Sales Channels • Addressable Market • Targeting • Repeatability 	<ul style="list-style-type: none"> • Pricing • Collectability • COGS/COS • Gross Margin • Operating Overhead • Profit Margin

5 CREATE IN-DEPTH CHANGE: ASSESSING THE BASELINE & BUILDING A STRATEGY THROUGH SOCIAL DESIGN

A Snapshot9 baseline is just the beginning of the change management process

The real work comes when we decide what the results mean and what we can do about them. Imagine, for instance, that your company completed the baseline and the results indicated the following pattern: low touch, high volume, and low margin. I've given two examples below of familiar companies that exhibit similar characteristics. Twitter is still privately owned, while Microsoft recently purchased Skype. From an outside perspective, it's easier to analyze a public company, because the data is more freely available. But for actual users of the Snapshot9 application, any type of company,

product, project, or program can input its data for analysis. In other words, any entity with a profit and loss statement or the equivalent has a snapshot.



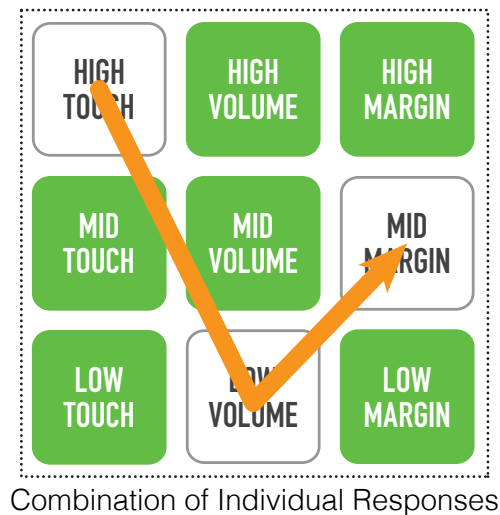
twitter skype

The False Peak Problem – A Closer Look at Twitter and Skype

The snapshot for Twitter and Skype is one of the more interesting snapshots. I call it “The False Peak” because it appears like things are going well. High volume indicates that a lot of customers are using the products, and the companies are not spending a tremendous amount to generate the touches necessary to service these customers. The problem is that the margins are very

low. The truth is that these companies are in trouble. With this financial model, its long-term chances for

sustainable growth are not good. Correspondingly, if the companies are looking at an exit scenario, its value to the market may not be everything that its popularity would seem to indicate. Lots of hits and lots of eyeballs can drive strong valuations initially, but if you can't deliver, investors eventually catch on. Without strong margins, False Peak companies are forced to burn cash over the long term to maintain their level of volume. The good news is that because they do have all those customers, if they can get them to value the product more they can shift to a more viable model with higher margins. I'm sure I'm not the only one who's started noticing banner ads displayed on my Skype home screen or the AdWords-style paid content sneaking into my Twitter stream. You're probably getting the idea now, so let's look at another financial model snapshot as a comparison. This next one is from a company we actually worked with, starting with our offsite presentation and then a Snapshot9 baseline. They've given me the go ahead



to present some basic elements of their data in this workbook. But to preserve their confidentiality, I won't give you the real name or any of the nitty-gritty details.

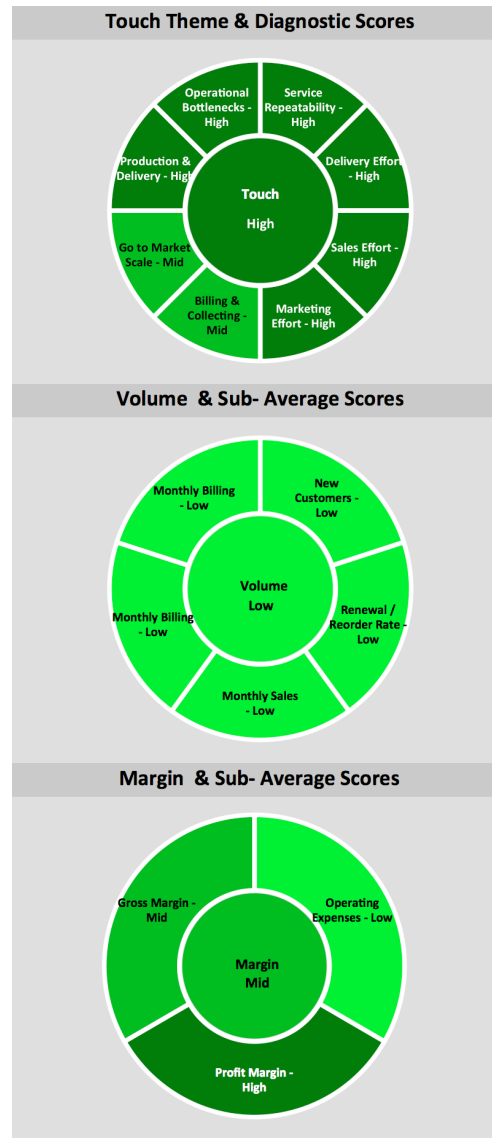
Acme was a large company that had a particular product line that was underperforming. The Anvil product line was a profit center with its own semi-autonomous managerial structure, so we treated it as a separate entity with a unique Snapshot9 signature and 9Lenses metadata structure. The baseline included both the top-level managers in charge of Anvil as well as some of the line employees, a company board member who had a particular interest in that part of the business, and several outside vendors who had a close working relationship with the product managers. The more diverse the survey's input, the better the results. Remember, it's not just the snapshot itself that gives us meaningful data, but also the constructive disagreement about how it should be properly represented.

The Dangers of Sand Castles – A Dangerous Snapshot

This snapshot of the Anvil product line, with high touch, low volume, and mid margin, can be even more dangerous than the False Peak. I call it the Sand Castle.

There are reasons for optimism here, because it appears from the low volume that there may be some relatively focused customer relationships, and from the mid margins that Anvil is at least paying for itself and maybe even generating a small amount of cash flow. Scale could be a potential problem. If it takes such a high concentration on customer touch to reach this relatively small number of buyers, think about how much more it would cost to grow the product. Clearly the touch needs to improve, but the goal is to do this without sacrificing customer loyalty. The really worrisome thing is that we aren't seeing any carryover effect from customer service mechanisms in the parent company that are

efficient and well established. There may be some bottlenecks unique to Anvil. To answer more complex questions like that, we need to dive deeper.



Notice the dark green square for low volume. This signifies that everyone involved with the product line agrees the volume is low. There is some disagreement about the touch score; it could be that Anvil has some high touch characteristics and some mid touch characteristics, or that it is falling just in between high and mid, or that the people participating in the baseline simply view it in a different way. The answers are even more ambivalent for margin, however. We have indications of high margin, mid margin, and low margin, so the aggregate score is mid margin. Let's see if the component scores can give us an explanation.

Not surprisingly, the components for volume are highly correlated with one another. The same is true for touch, with the lone discrepancies being mid-range scores for billing and collecting and go-

“There is no one-size-fits-all “best” snapshot, just as there is no way of decorating your home and garden and no diet and exercise regimen that is always the best. “

to-market. Those will be areas of relative strength to build on as Anvil looks to decrease its touch. Meanwhile, the component scores for margin are, as we might expect, all over the place.

Operating expenses appear as “low”, which in this case is a bad thing because it means that the operating expenses are those typical of a low margin company. Gross margin gets a middle range score, while profit margin gets a high range score. What does this mean? Well, in standard accounting terminology the gross margin simply refers to revenue minus the cost of goods sold. We already know that the

operating expenses are high, so there may be high costs for materials, labor, or unit-allocable overhead that cuts into the revenues.

Unlike your accountant, Snapshot9 also

includes non-allocable SG&A expenses under operating expenses, which in the case of Anvil refers to transfer prices that Acme has calculated for the use of company resources. It so happens this was the area causing the company problems, which is why Acme came to us in the first place.

How then could the net profit margins be so high? Consider the other components of net income, namely depreciation, amortization, interest, and taxes. We can theorize that Acme is so efficient in managing its capital assets, its financing structure, and its tax exposure that Anvil still looks decent on the bottom line even though it is actually underperforming compared to other products the company makes. This turned out to be the case



when we extended the conversation from the initial baseline and started talking about the company's nine lenses individually. Anvil's margins had actually been gradually trending down for several years before they came to us, but conditions in the market were bad and it would have been easy to dismiss the trend as cyclical. Again, I have to give them credit for having the foresight to notice something worse was going on, and it reinforces how successful change management requires a receptive mentality that must be in place before we start shifting the gears.

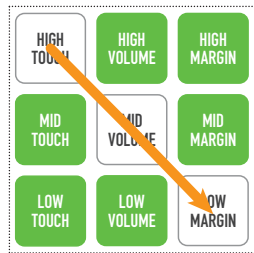
The False Peak and the Sand Castle are just two of the 27 snapshots, as pictured at the top of the next page. In the Snapshot9 book I analyze each of them in detail. There is no one-size-fits-all "best" snapshot, just as there is no way of decorating your home and garden and no diet and exercise regimen that is always the best. But for a given industry, market segment, market time, company size, and company maturity, we can identify the snapshot that is best worth emulating.

The snapshot for your company could be a warning sign, or it could be a welcome surprise. Even for the best snapshots there is always room for improvement, because a financial model that is working now might

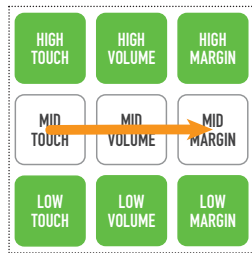
not be sustainable in the long run. The more nuanced considerations come into play when we consider the implications the financial model has for the other nine lenses of the business, and when we think about what changing the financial model would mean for all of those other aspects of the company. So let's see what happened to Anvil's Sand Castle.

Changing Your Snapshot through Social Design

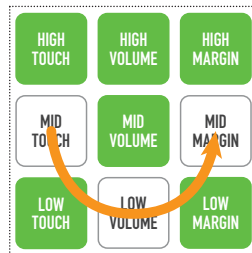
In all of the 9Lenses applications, including Snapshot9, Build9, and Measurement13, we begin with the process of social discovery and then move to build a strategy and implement it through an operational roadmap in the social design phase. There is also another phase we call social assurance, in which we aggressively retest our assumptions and conclusions to make sure the results are bearing them out. And then, because social enterprise management is continuous and reiterative in a business world that is constantly changing, we periodically revisit the discovery phase and repeat the cycle. This is where the repeatability of Snapshot9 can add value to a change management initiative. The application allows you to make a move to improve your financial model and, in the course of making that move, identify new possibilities for an even better snapshot. This happens to our



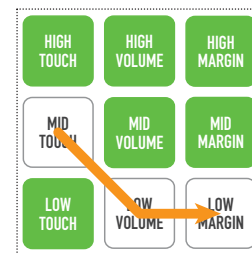
High-Mid-Low



Mid-Mid-Mid



Mid-Low-Mid



Mid-Low-Low

customers all the time. I also want to be clear that Snapshot9 plays well with others, and needn't be the only change management resource your company uses. For example, many companies discover they realize tremendous cost savings using Snapshot9 mainly as a discovery tool, and then move forward to a more limited and focused traditional consulting intervention, or translate the results into an existing company change management platform, or use another set of relevant metrics like a balanced scorecard.

Benefits of Automating the Conversations Around Change

Social design is a powerful technique in its own right, and one that is less commonly used in a conventional change management setting. Even companies that do a reasonably good job including all their stakeholders into an assessment of the status quo rarely include them in the formation and

implementation of their new strategy. Sometimes this is because the company's commitment to collective learning and improvement is relatively shallow. But sometimes this is just because the company

views the design process as too disruptive to their day-to-day business. This latter problem is one we've tried to address with Snapshot9.

Automating the conversations within the company minimizes disruption and therefore keeps more voices in the dialogue. As I've indicated, this is a crucial benefit, because ultimately it's not just the upper-level leaders who are going to make the change. In fact, the further we get into the process, the less important their role. My wife and I are friends with a couple who decided to hire a personal trainer for twelve weeks before their wedding. He worked their butts off and they did in fact look their very best on their special day. By the time their first anniversary rolled around, they were right back where they started. They still had the daily schedule that the trainer had given them taped to the wall of their basement – crunches, curls, squats, sprints –

the whole nine yards. But they had never internalized the workout. In their minds, it was something that happened at the gym with that particular trainer. That's the danger in depending too much on any one leader, or even on something like a tiger team. Without a shared sense of accountability and ownership, even the best strategy can grind to a halt. Fortunately, this is not what happened at Anvil, as we will now see from their social design workflow.

Above is the sequence of moves that Anvil went

through in their change process. They did so in a coordinated fashion, moving toward a goal they had envisioned all along and mapped out in a Snapshot9 brainstorming exercise. All of this took almost two years. The first step was a dramatic one; they lowered their touch measurement and raised their volume measurement more or less simultaneously to a snapshot we call the Plateau. A lot of companies would have patted themselves on the back and felt like this was enough. But from the Plateau, it was

“Without a shared sense of accountability & ownership, even the best strategy can grind to a halt.”

clear that although lowering touch had allowed Anvil to increase volume, there was still another breakout move they could achieve if they were able to lower the touch even further. Their first effort to do so had the unfortunate side effect of returning their volume to the low square. Thus, scalability was still a problem, and even though they were still producing fairly good results for the parent company, Anvil was lagging behind some other players in its market.

Another problem was that Acme had lost a lot of the customers it had gained in the second phase of the change initiative. However, by using the social design process, they had anticipated this result and were not alarmed. They had also determined earlier

that their desired snapshot was the “Prospector” that you see furthest to the right in the illustration above. This is certainly not the most desirable snapshot in an abstract sense, but it's important to be realistic and take industry size and market structure into consideration. Acme was a retail-oriented company, and Anvil was a consumer durables product in a saturated market. Neither margin nor volume was ever going to get that high, so the strategy was to lower touch expenses as far

as possible by automating customer interactions, eliminating choke points in the distribution cycle, and drawing on economies of scope made possible by the relationship with Acme. This is what Acme and Anvil had envisioned when the merger took place.

Sample Social Design Workflow

After the team at Anvil used Snapshot9 to socially design these strategic moves, the application prompted them to imagine what steps were necessary to bring them to fruition. Having recognized the main drivers of their financial model from the social discovery process and the dashboards it produced, they were able to initiate a conversation about how these could be improved by adding, removing, automating, and streamlining their operational processes. I’d like to show you in more detail how Anvil used Snapshot9 to

Touch	Volume	Margin
<ul style="list-style-type: none">• Understand / Implement Offering• Customer Service• Sales & Marketing• Billing & Collecting• Production & Delivery	<ul style="list-style-type: none">• Sales Channels• Addressable Market• Targeting• Repeatability	<ul style="list-style-type: none">• Pricing• Collectability• COGS/COS• Gross Margin• Operating Overhead• Profit Margin

create that roadmap, but I don’t want to reveal any proprietary information. So instead, I’ll extend an example I used in the last chapter of the Snapshot9 book, in which I describe a change management process I led myself. Supposing I had the full Snapshot9 application available to me at the time, instead of just some of the basic insights that lead to its creation, here is what the organization’s baseline would have revealed.

Because our product was complex, it required an elongated sales cycle. And because we did not understand our target market very well, we were spending too heavily on pull marketing and on installations, customizations, and support. But we were still failing to keep customers. This was a bad combination, and we were hemorrhaging cash by the day.

Our operational roadmap towards change is given in the illustration below. Particularly noteworthy was a move to inside sales and remote installation, and focusing our sales and marketing efforts so we could sell to a more narrow and segmented customer base with differentiated specialized products; these also aligned with a number of other changes we envisioned for the company. I say “we” because even though at the time we didn’t have the automated

capability of the Snapshot9 application and the full 9Lenses platform, this was a group effort. That's why I think it ultimately succeeded. If I give myself credit for anything, it's for flattening the company in a way that made these changes possible.

But the devil is in the details, as they say. For every one of the 16 change goals listed above, we needed to consider the way that it impacted every aspect of the company. This is a laborious process – there's no avoiding that – but the 9Lenses methodology allows for a clear and consistent set of conversations to develop around these topics. The suite of web applications, including Snapshot9, guides your company through each of its assets, processes, & structures. Take just one goal listed above – reduce marketing spend – and consider everything it entails.

Remember, this is just one of the goals we set. It had to be aligned with the interrelated impacts it would have across all nine lenses of the business. This is the level of thorough detail that made Anvil's transformation possible. Again, the most important thing to note is not the pure strategy design, which you could conceivably come up with even without

the aid of social enterprise management software. It's the automation. That's what makes it easier to ensure all the ducks are in a row, and that everyone involved in the change knows what is required of them at every point. And cares about doing what is required of them, which is more likely if they've been involved in the process from the beginning and will be continue to be involved until the end.

Add / Create	Remove / Consolidate
<ul style="list-style-type: none"> • Remote implementation program • Lean prospecting from India • User conferences to streamline & speed learning • Tight target customer profiles & qualification 	<ul style="list-style-type: none"> • Outside sales • Software bugs
Improve / Automate	Reduce / Streamline
<ul style="list-style-type: none"> • Product reliability • Inside sales floor • Online help & support • Cost of sales • Functional & Departmental efficiency 	<ul style="list-style-type: none"> • VAR/Channel sales • Large marketing effort on wrong targets • Marketing spend • Churn • G&A overhead & flatten organization

6 MEASURE THE CHANGE (SOCIAL ASSURANCE)



What? There's more? Yes, but it's simple. Remember the up-close snapshot in Social Discovery phase, where we collected the data? Assurance means doing it again. Assuring the direction of change and making tweaks, checking on all the in-depth factors (each Lens), and collecting the input and buy-in from staff that are new or have changed roles happen here. It's like planning a 120-day diet and checking in on day 50 how well it's going. To make sure the final destination is reached, it's essential to take readings the whole voyage there.

7 CONCLUSION

The general goal of Snapshot9 & of the 9Lenses Platform is to replicate what ‘best of breed’ companies do in their change management efforts through an automated social infrastructure. A company like Acme is smart because they are constantly seeking the best tools and processes available, as well as the best and most practically useful data analytics they can find. So what is your snapshot? Don’t be afraid to look in the mirror and see what the status quo really is, instead of what you hope it is. Because that’s the only way you’ll see how much better it could be. Don’t be afraid to open your change management effort to the entire organization. That’s the only way it will truly succeed. And don’t be afraid of social enterprise automation – changing your company is definitely hard work, but you don’t

get bonus points for the sheer amount of suffering you go through. Results are what matter, and lasting results are what really matter. If your company’s approach to change management is stuck in the 20th century, maybe it’s time for a change to Snapshot9.



About Edwin Miller

Edwin is the Founder & CEO of 9Lenses, www.9lenses.com, is an accomplished four-time CEO recognized as both a growth and a turnaround thought leader of both public and private companies. He has successfully transformed domestic and international organizations through both organic and acquisitive means. His experiences span many different technological, horizontal, and vertical markets.

Edwin, the author of “9Lenses, Insight to Action” and “Snapshot9” and is active on the speaking circuit around the globe. Edwin is a member of Young President’s Organization, and serves as a director on numerous boards. Edwin earned his a BS from Liberty University, where he was on a full athletic scholarship for Division I-A Basketball, and a MBA from the George Washington University.



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