



IWE

Enrolling in the use of collaborative technologies to build new ways providing enterprise expertise and support.

For a Change to Be Realized...*Everybody Has to Get It*



Intent is conceived and defined by a small group of people



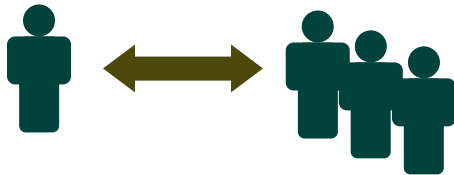
Solutions are designed and implemented by tens or even hundreds of people



Transformational change impacts thousands of people

- ***Getting it*** means engaging the head, the heart, and the gut
- ***Getting it*** requires
 - Straight-talk answers to questions on people's minds
 - Open dialogue about their concerns
 - Credible messengers who outwardly demonstrate commitment
- ***Getting it*** requires enrollment

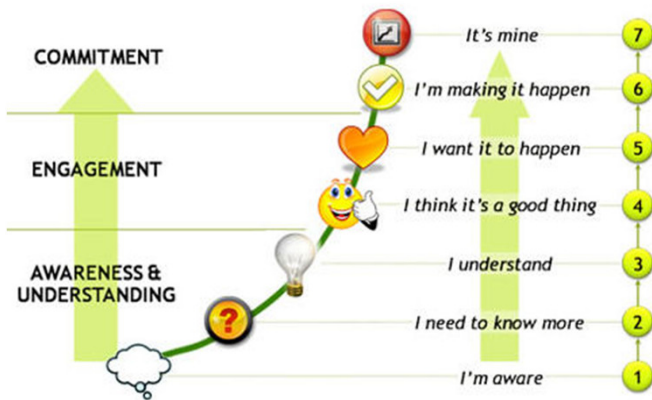
Enrollment Is a Simple Process...*That Most Leaders Get Wrong*



Enrollment is a dialogue, not a monologue. *Tell, and listen.*

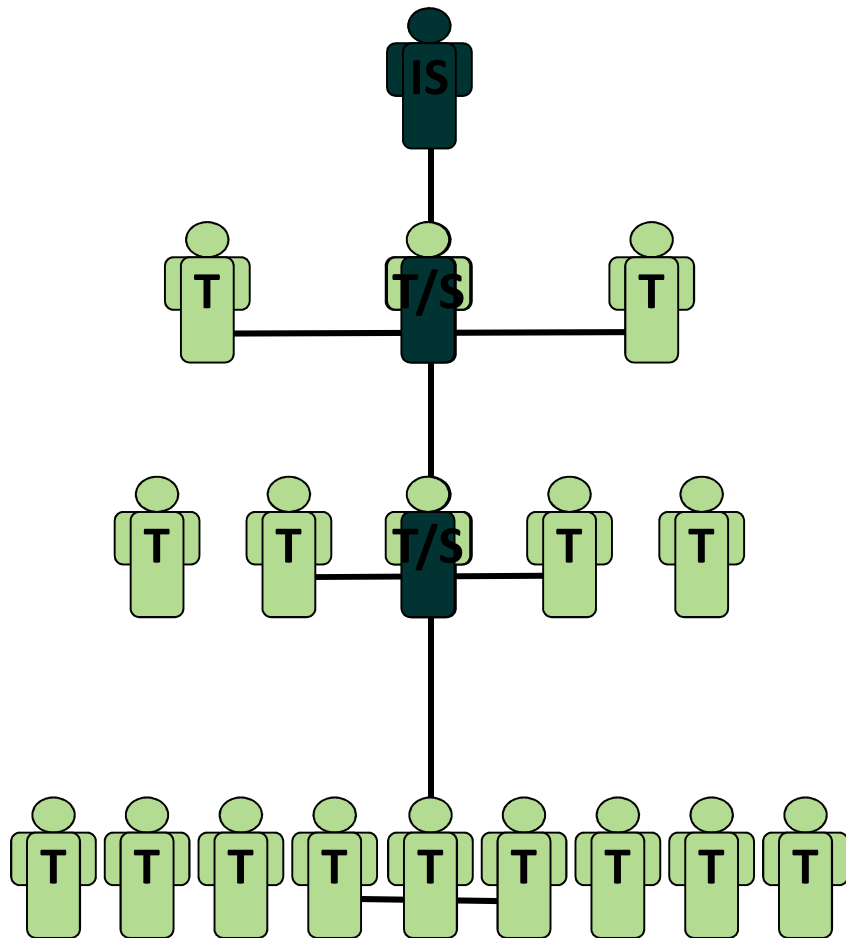


Enrollment is eye-to-eye and it is between a boss and direct reports. Enrollment must be cascaded. It cannot be broadcast.



Enrollment focuses on building commitment. Targets may move up, slide back, or check out when they get new information.

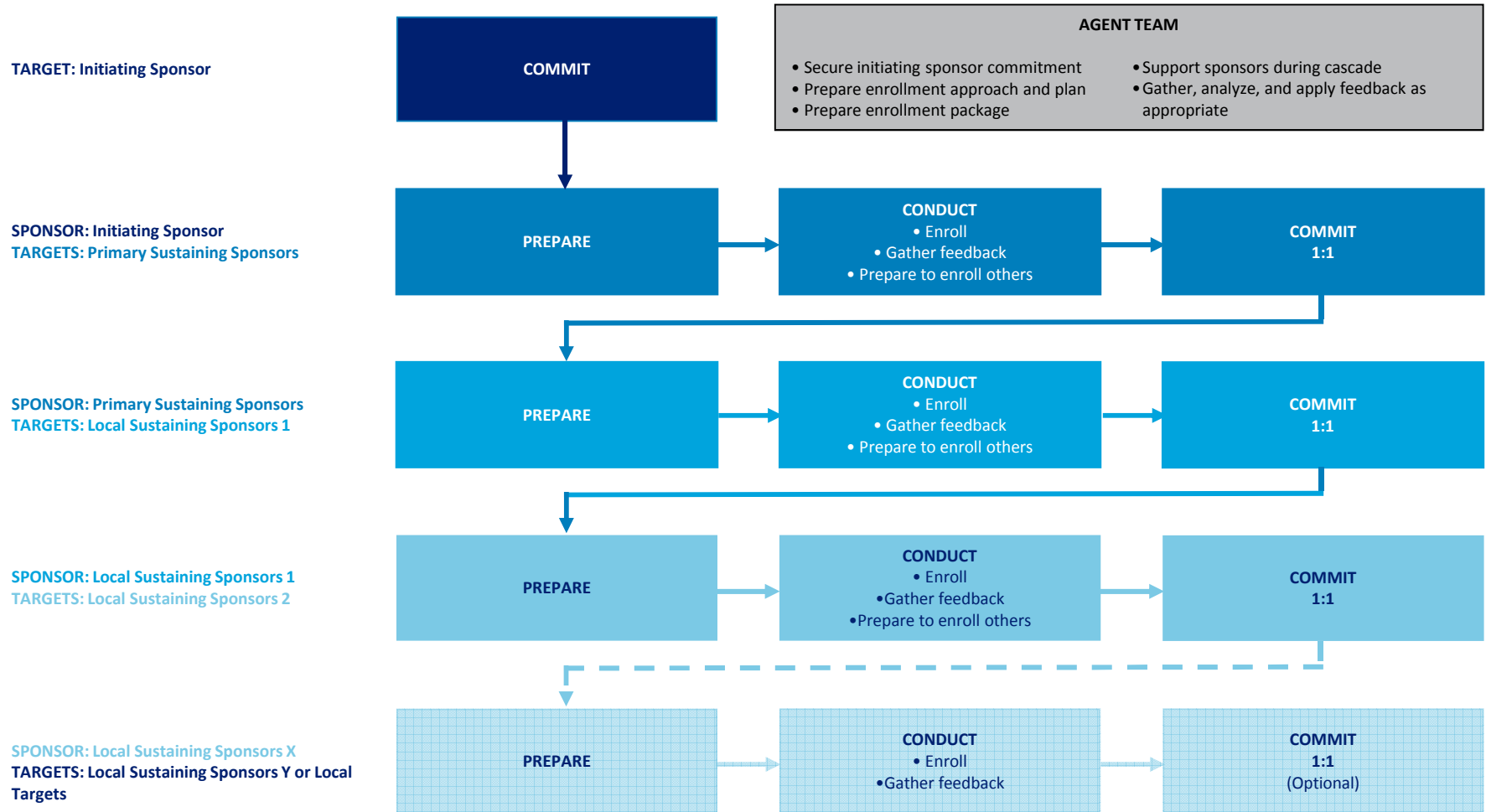
Enrollment Cascades Down the “Sponsor Spine”



- Begins at the top, where the change is sanctioned
- Involves leaders whose direct reports are targets
- Builds sufficient commitment for leaders to perform as sponsors
- Ensures that all targets hear consistent messages from credible, committed messengers
- Establishes a re-usable channel for real-time, two-way feedback
- Accelerates positive momentum

IS = Initiating Sponsor
S = Sponsor
T = Target

Enrollment Is a Process



Committed Sponsors Cascade the Process



Enrollment starts with commitment from the initiating sponsor

Committed sponsors cascade to the next level

Enrollment in the use of collaborative technologies



Prepare people for specific changes related to the use of collaborative technologies as the centerpiece for providing expertise and support and provide LEF as the context for this change.

Enrollment and commitment will be required down to the level of the targets being asked to change.



Inform the organization but enroll leaders first to enable them to answer questions with consistency and conviction.

Enroll leaders to a level where people will have access to get questions answered. Inform/communicate below that level.

What's Enrollment?

Execution of major transformational changes requires a large number of people in the organization to commit to and align around the change. For this to happen, the targets of the change all need:

- A common understanding of the change
- The change to be legitimized by a credible source
- An opportunity to surface their resistance to and ideas about the change
- A means to move up the commitment curve

Enrollment within the Change Execution Methodology (CEM) addresses these needs.

Enrollment is a specific process for building understanding, commitment, and alignment among targets of a major transformational change. Successfully executed, enrollment cascades buy-in to the intent - and/or the solution - of a major change throughout the organization.

Enrollment must be cascaded through the sponsor spine. It cannot be broadcast. It requires face-to-face dialogue between a sponsor and his or her direct reports. The sponsor legitimizes the change, shares a common story about the change, and makes it clear that the change will happen. The targets get the opportunity to voice their resistance and to share their ideas for localizing the change. Together, the sponsors and targets gain a common understanding of the implications of the change for their organization. The sponsor spends more time listening than talking. The feedback received during the enrollment process is used to localize the intent and/or its execution and to shape future messaging about the change.

All major changes evolve over time. Each new milestone results in new learning and deeper levels of detail about what the change is, and what it will take from the organization and its people to realize the benefits. Because each significant new piece of information may affect the targets' level of understanding, commitment, and/or alignment, the enrollment process is repeated multiple times until the change is in the Sustain Phase. The first time the enrollment process is executed, the focus is on the intent of the change. Subsequently, enrollment is more often focused on the solution itself.

Cues

Enrollment is always required in a major change initiative. Several cues indicate when either an initial or subsequent enrollment cascade is appropriate as a risk-mitigating intervention. These include the following. (Areas shown in gray are identified as observable cues related to the adoption of collaborative technologies at Lowe's.)

Source	Cue
Initiative	The <i>Decide Phase</i> is complete, and the initial intent developed. The initiating and primary sustaining sponsors are committed and aligned to moving forward with execution of the change.
Risk Assessment	High risk scores on one or more of the following: <ul style="list-style-type: none"> • Clarity: Understanding • Alignment: Inclusion and/or Agreement • Enrollment: Cascading and/or Engagement • Sponsorship: Initiating and/or Sustaining
Interviews or Discussions	<ul style="list-style-type: none"> • When key individuals are asked to describe the change, the descriptions they provide are not aligned with one another. • Key leaders express concern that they were not a part of the strategic discussions that resulted in the intent. • Evidence exists that there is a lack of a consistent lack of understanding or commitment among sustaining sponsors.
Integrity Review or Observation	Different people and/or locations are implementing the change in ways that are not aligned with the intent.
Commitment Metrics	The change does not have the level of commitment among key constituents that is required for success. (For example, Lowe's is preparing to implement the change, and the senior sustaining sponsors are only at positive perception on the commitment curve.)
Milestones on the Transformation Plan	Significant details emerge about the impact to targets. This will likely happen multiple times over the life of change initiative. For example, implementation of a new process and tools might require enrollment to those specific changes.

Enrollment Outcomes

Enrollment is a process, not a series of events. The process is a tool or enabler for achieving the desired enrollment outcomes; it is not an end in itself. The outcomes of enrollment include both tangible and intangible results. The key metrics to define a successful enrollment should be defined by the desired intangible outcomes.

Tangible Outcomes

- The enrollment deck provides a clear, complete, concise, and compelling statement of intent, or of a solution component. This is the content for the enrollment.
- An enrollment plan and FAQs are developed.
- Enrollment sessions are conducted.

Intangible Outcomes

- Understanding, commitment, and alignment of the initiating sponsor and primary sustaining sponsors (Primary Sustaining Sponsors) to the specific content of the enrollment and to the overall change; the execution of the enrollment must result in commitment and alignment at the highest levels of leadership sponsoring the change
- Movement up the commitment curve for sponsors and targets at all levels included in the enrollment
- Targets regaining a sense of control (direct or indirect), and a reduction in their resistance to change
- Feedback on local concerns or ideas to be considered in the development of the solution, the execution of the change, or future messaging about the change

The Enrollment Process

The enrollment process takes place as a series of sessions in which an individual sponsor of the change enrolls his or her direct reports to the specific content of the enrollment, and to the change overall. Enrollment typically starts with the Initiating Sponsors (IS), or one level above the level at which the risk(s) have been identified. For the purposes of this document, the enrollment process is assumed to begin with the initiating sponsor.

After commitment from the Initiating Sponsors (IS), the enrollment process involves three key steps at each level of the enrollment cascade: Prepare, Conduct, and Commit. These processes are described in detail below. At each level, sponsors are first targets of the change. Once they have greater understanding and have committed to the change, then they can sponsor and cascade the change to their direct reports. The depth of the organization to which the enrollment is cascaded depends on the enrollment outcomes desired.

The agent team for the initiative plays a key role in securing commitment from the Initiating Sponsors (IS), preparing the enrollment deck and plan, supporting the enrollment process, and gathering and following up on feedback.

Commitment of Initiating Sponsors

Enrollment cannot succeed without the active and ongoing commitment of the Initiating Sponsors (IS). Gaining sponsorship is the first step in any enrollment process.

Typically, the core agent team plays a key role in securing Initiating Sponsors (IS) commitment. The agents educate the Initiating Sponsors (IS) on the purpose and process for enrollment. Additionally, they make this process real for their initiative by developing a high-level approach and plan tailored to their proposed desired enrollment outcomes.

As illustrated in the process flow chart (see above), the Initiating Sponsors (IS) is the first target for the enrollment process. Until Initiating Sponsors (IS) sponsorship is obtained, the process cannot move forward. Often the Initiating Sponsors (IS) will consider enrollment and make his or her commitment in collaboration with the Primary Sustaining Sponsors - or a subset of these sponsors that represent the initiative's key governing body.

Prepare

Once Initiating Sponsors (IS) commitment has been obtained, it is necessary to prepare for enrollment. This includes the overall preparation and planning at the Initiating Sponsors (IS) level, and then local preparation at all sponsor levels.

The agent team is critical to the preparation and planning with the Initiating Sponsors (IS). This includes the following key activities:

Prepare the enrollment approach and plan

- Enrollment outcomes—If they are not already complete, the enrollment outcomes need to be finalized
- Enrollment scope—The depth of the organization to which enrollment will be conducted needs to be defined. This is based on the outcomes identified for the enrollment. A current Role Map™ is a valuable resource for defining the sponsor spine included in the enrollment
- Enrollment plan and feedback process—An overall enrollment plan needs to be developed. Among other things, this plan will address the number of levels, timelines, and resources required for the enrollment cascade. The plan should also include the necessary feedback loops from each enrollment session, and allow time for appropriately analyzing and applying any feedback gathered.

Prepare (continued)

Prepare the enrollment materials

- Enrollment Deck—This is the key content to be shared in the enrollment session. The contents of this deck will vary, depending on whether the enrollment is for the intent of the change, or the solution, as well as on the targets of the enrollment. For enrollment of the intent, see Developing an Enrollment Deck and the Example Enrollment Deck within CEM
- Enrollment Sponsors' Guide—The design of each enrollment session will be tailored to achieve the desired enrollment outcomes. A facilitation guide will be prepared for the sponsors to guide them through a consistent process for all levels. There may be multiple facilitation guides if the session design or length varies by level. Because enrollment is a cascading process, it is also necessary to prepare those who have been enrolled (except at the lowest level of the cascade) to enroll others. The facilitation guide should also include the process and materials required for that preparation
- Enrollment Templates—Templates are typically needed to support the exercises and facilitate dialogue in the enrollment sessions
- Enrollment Frequently Asked Questions (FAQs)—An initial set of FAQs should be developed as part of the enrollment materials. As the process unfolds, additional questions (and their responses) should be added to the FAQs. This is a valuable part of the process for clarifying the intent or the solution that is being rolled out

Prepare the sponsor(s) for the cascade

- Prior to the first enrollment session in the cascade, it will be necessary to prepare the sponsor(s) who will conduct that session. Typically, this is the Initiating Sponsors (IS). If the Primary Sustaining Sponsors have been included in the development of the enrollment approach and materials, this will also include the Primary Sustaining Sponsors. Subsequently, the preparation of sponsors is a part of each enrollment session.

Prepare (continued)

All Levels

- At all levels of the enrollment process, additional preparations are required.
- Sponsors need to be prepared to localize the enrollment. They will have to be ready to discuss what the intent, or the solution, means for their targets, and to explore the meaning with the targets. This will sometimes include sharing additional enrollment content. It should not include changing the enrollment deck. The enrollment deck should not be modified, except in extraordinary circumstances. It is important to ensure that participants at all levels of an enrollment process hear a consistent set of messages, and leave with a consistent understanding of the intent and/or solution being presented. A shared enrollment deck is one key to achieving this.
- Sponsors need to prepare to be clear and consistent in the message that enrollment is not about whether the change will move forward. ***It will.***
- The logistics of the enrollment session need to be coordinated.
 - Timing - A full enrollment session is typically one day in length. The best practice is to schedule it over a two-day period. The first half-day is an afternoon session for enrollment and gathering feedback. The second half-day, the following morning, is for preparing others to enroll. This approach gives targets time to "sleep on the change," and to explore its personal implications prior to preparing them to enroll others.
 - Facilities - While sponsors will often conduct their enrollment sessions individually, at times a group of sponsors may conduct their enrollments at the same time. When the latter is the case, it is important to have individual breakout rooms for each sponsor and their direct reports. In every case, the facilities should provide private space for sponsors to meet one-on-one (1:1) with their targets as needed.
 - Materials - Supporting materials, including the enrollment deck, FAQs, templates, flipcharts, feedback forms, etc. need to be prepared.

Conduct

There are three elements to conducting each enrollment session:

- the enrollment
- the gathering of feedback
- the preparation to enroll others

Many factors determine the success of an enrollment session, but three factors are consistent influencers:

- Whether the targets perceive their sponsor as a credible messenger of the information
- Whether the session involves a two-way exchange of ideas that enables an exploration of what the intent is, what it means to the organization and what it means to the "enrolled" individual as a target
- Whether the form and content of the information that seeds the exchange is accurate, crisp, and compelling

Conduct (continued)

When the enrollment session is conducted well, the following will occur.

- The fact that the change is moving forward - that this is a non-negotiable - is made clear.
- Targets think about what the intent and/or solution means and could mean to them.
- Targets receive the information they need to regain a sense of control, albeit indirect control. They learn not only what to expect, but when to expect it. This can contribute to reducing resistance.
- Targets begin to recognize and raise concerns and questions.
- By investing the time required, sponsors demonstrate that thinking about the intent and asking questions about what it means is important and valuable.
- Sponsors reinforce themselves as credible messengers.
- Sponsors demonstrate their trustworthiness as sources of information about the intent and as partners in resolving issues with the targets.
- Targets are listened to and heard, which results in two outcomes:
 - Resistance is reduced.
 - The focus of the enrollment (intent or solution) may be further clarified and/or modified.
- Sponsors can position conversations and joint planning activities to continue as part of future staff meetings or 1:1s with targets.

When the enrollment session is conducted poorly, the following may occur.

- Targets perceive that the sponsor is not behind the change and conclude that they need not be either.
- Targets perceive their sponsor as untrustworthy or not honest about the change and its impacts. This undermines the sponsor's ability to enroll the targets effectively in the future.
- Resistance among targets increases.

Enroll

The sponsor begins the enrollment process with a presentation of the enrollment deck. If the presentation has been localized, it is important for participants to have a clear understanding of how the change they are facing fits into the overall transformation. There should be a clear line of site back to the overall intent.

Once the presentation is complete, the sponsor will set the context for a discussion about what the participants heard, and explore their reactions to the message. The following points are important in this regard.

- This is not a place to debate the value or necessity of the transformation. The decision to implement it has been made; it is going forward.
- Enrollment is a process through which participants can inform how the transformation goes forward.
- Be sure to emphasize the importance of surfacing resistance. It is normal and expected that people will receive the information with mixed reactions. It is critical that targets bring their concerns forward for discussion, rather than drive them underground.
- It is the sponsor's responsibility to support the effort by demonstrating strong personal commitment to realizing the transformation.
- Sponsors should not become defensive if they hear something that bothers them. They have asked for the targets' reactions and must honor them. Respond with, *"I hear what you're saying," "I can see your point of view,"* etc. **Do not use "but" to transition.**
- Be sure to tell people that the information will be used for risk management, and shared with sponsors and the agent core team.

Begin with a discussion of the intent (or solution, as appropriate to the specific enrollment), and its meaning to those in the room. Three questions serve to frame the subsequent dialogue. It is important that these questions be addressed in the correct sequence.

1. What do you like most about what have you heard?
2. What would you like to challenge?
3. What would you like to make sure we consider?

From here, the dialogue should move to the local implications of the change. Barriers and challenges to successful implementation are surfaced, and mitigating strategies identified.

Gather Feedback

As discussed earlier, dialogue is at the heart of the enrollment process. That dialogue yields important feedback for sponsors. First, the feedback can serve to inform changes to the intent and/or the solution. Second, it can inform changes to the enrollment process going forward. Third, it provides firsthand insights into realization risks that can be useful in planning risk mitigation. Collecting and applying feedback in this way builds leadership credibility, increases the momentum of the change, and improves the likelihood of achieving realization.

The primary source for feedback is the enrollment session itself. (Additional feedback may be obtained by sponsors in the 1:1 sessions.)

Agents are responsible for the collection and analysis of feedback during enrollment sessions.

- Feedback that may inform changes to the intent and/or the solution should be provided to the appropriate sponsor(s).
- Agents should determine the best way to act on feedback that informs changes to the enrollment process. For example, it might be appropriate to add additional FAQs to the enrollment materials.
- Extreme caution needs to be taken when considering any changes to the enrollment deck. In no case should the fundamental principles of the process (for example, changing the order of the questions that people are asked to address) be changed. It is important that targets at all levels hear consistent messages and gain a consistent understanding of the change.
- Feedback can prove valuable in surfacing risks to realization that might not have been known prior to the enrollment session. This information should be incorporated into the ongoing situation summary and risk mitigation process.

Prepare to Enroll Others

The significance of the enrollment process—and the risks associated with unsuccessful execution of the process—warrants an investment in preparing each level of sponsors (other than at the last level of the enrollment cascade) for enrolling the next level down. At the same time, a successful “Prepare to Enroll Others” session will further strengthen the understanding, commitment, and alignment of the sponsors who are preparing to enroll others. These sessions are designed to be highly interactive in nature, and to draw on the sponsors’ experience as targets in their own enrollment sessions. Sponsors are taught the enrollment process, how to conduct an enrollment session, and the enrollment schedule. They also spend time working with the enrollment deck, and with the key messages they will deliver. More details on preparing others to enroll will be found in an Enrollment Sponsors’ Guide.

Commit 1:1

At each level of the cascade, people enter the enrollment process as targets. Successful enrollment will strengthen their commitment as sponsors of the change. Following the enrollment session, the sponsor(s) who conducted the session should meet 1:1 with each of the participants to validate their commitment. It is important that these meetings take place face-to-face, and that they be conducted by sponsors rather than agents. It is also important that the sponsor explicitly ask for, and obtain, a statement of commitment.

In planning the enrollment process, careful attention should be paid to the levels at which this 1:1 commitment is required. Generally, this step should be a part of the enrollment process for no less than the first two levels of the cascade, and is optional at the final level.

Key Considerations

When planning or conducting enrollment, the following should be considered:

- The enrollment process is ongoing; it does not just happen once. For example, as people move from uninformed optimism to informed pessimism, additional enrollment efforts are required.
- The first enrollment process after a *Decide Phase* is focused on the intent of the change; subsequent enrollments typically focus on the solution.
- Enrollment usually takes place as a series of sessions in which an individual sponsor enrolls his or her direct reports to the intent of a change; the process is repeated at successive levels of sponsorship.
- The enrollment process is not inherently conducted “stop to bottom” in the organization. While it is a cascade, the level to which it is taken at any point in time needs to be carefully thought through based on a proper definition of the enrollment outcomes.
- As a risk intervention, enrollment starts with the sponsor(s) one level above the level at which the risk(s) have been identified. The depth of the organization to which the enrollment is cascaded depends upon the enrollment outcomes.
- The key metrics to define a successful enrollment should be the desired intangible outcomes - not the development of materials for the enrollment process or the execution of enrollment plan milestones.
- Sponsors are targets of the enrollment process prior to enrolling their direct reports.
- Enrollment requires significant sponsor time, both in preparation and in execution.
- Enrollment cannot be delegated to agents.
- Enrollment (in concept, process, and purpose) often represents a major change for sponsors in terms of how they communicate and interact with subordinates.
- Frequently, the targets being enrolled in a change are also new to the role of sponsorship. A sponsor cascade needs to happen parallel with the enrollment process. In those circumstances, as the processes proceed in parallel, the enrollment and sponsor cascades need to be completed at one level before proceeding to the next level of target/sponsors. For each level where the targets will also go through a sponsor cascade, enrollment always precedes the sponsor cascade.
 - Sponsors must first make an informed decision to support the transformation based on a clear and personal understanding of the intent.
 - Once enrolled, sponsors can be educated about their change role, and how they will support the intent by accepting this role.
- It is important to note that an enrollment process is one very effective series of interventions that can increase levels of understanding, commitment, and alignment. It is not the only possible intervention that can achieve that outcome.