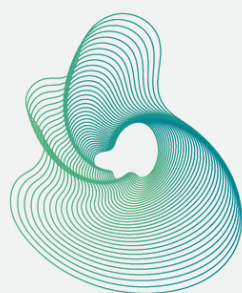




CHANGE MANAGEMENT



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OUR STARTING POINT

In Latin America, change management is no longer an agenda item, but a necessity. In 2024, global employee engagement fell to 21%, with managers experiencing the sharpest decline (Gallup, 2024). Meanwhile, internal well-being is also suffering: only 33% say they feel good (Gallup, 2024). The energy that sustains change is running out. Performance indicators confirm the gap between intention and outcome. Only 53% of projects are delivered on time, and organizations lose up to 32% of their budget due to poor performance (PMI Global, 2024). Meanwhile, only 21% of projects are managed using an agile approach and 14% using a hybrid approach (PMI Global, 2024).

In the region, only 61% of countries have documented behavioral interventions; there is an adoption gap of up to 39% (IDB, 2024). This is the blind spot of many change plans: we try to move processes without changing habits, incentives, and narratives. In that sense, change management ceases to be a project and becomes culture.

*TRAZA Studio's **Change Management** service helps teams, organizations, and local governments adopt new ways of working (processes, tools, rules) organically (with less internal friction) and with quickly visible results. We combine three pillars: horizontal governance: roles, decisions, and minimum viable rules that set the rules of the game; practical agility: working in short iterations, focusing on value and validated learning; behavioral design: behaviors that make it easier to do new things.*

METHODOLOGICAL STRUCTURE

Phase 1 — Systemic diagnosis

What we do: We identify the real problem and its scope: who is affected, what behaviors we need to change, what business results or public value we are seeking, and how we will measure progress. We map actors, bottlenecks, formal and informal rules, and paradigms (psychological safety, collaboration, speed of decision-making). We close this phase with a clear challenge for change, prioritized objectives, and a baseline for adoption.

What we achieved: clarity on where to push (leverage points) and what behaviors are expected by role

Phase 2 — Alignment and Sponsorship

What we do: We organize decision-making: who decides, using what criteria, how often progress is reviewed, and how escalations are resolved. We agree on the role of the sponsor (what messages they will convey, what obstacles they will remove, what metrics they will follow) and establish the minimum rules for team coordination (rituals, agendas, responsible parties).

What we achieved: Leaders become visible and predictable (agenda sponsorship), reducing resistance.

Phase 3 — Behavioral design of adoption

What we do: We translate strategy into specific behaviors by role. We reduce friction (unnecessary steps, confusing messages, competing processes) and design nudges that make it easier to do the right thing: simple messages, signals in the workflow, aligned incentives, and just-in-time training.

What we achieved: People know what to do, why, and how; we reduce the cognitive load of change.

Phase 4 — Change Lab

What we do: Before proceeding, we test in a real-world context. We define hypotheses, success criteria, sample size, and pilot duration. We document what we expect to happen and what we will decide based on the results (adjust, pivot, continue). We collect evidence of usage, user perception, and effects on time, quality, and costs.

What we achieved: We learn cheaply and decide to pivot/persevere with evidence.

Phase 5 — Agile execution and leadership support

What we do: We implement short work cycles with clear objectives, accountability, and visibility of progress. We prioritize according to impact, manage dependencies and bottlenecks, and support middle management so that change becomes routine. We close each cycle with lessons learned and adjustments.

What we achieved: Rhythm, focus, and continuous commitment; leaders learn to ask for value rather than tasks.

Phase 6 — Governance and scaling

What we do: We highlight progress and success stories, correct deviations, and define what should be standardized. We prepare the organization to sustain change without consultants: simple manuals, decision criteria, and training of internal references.

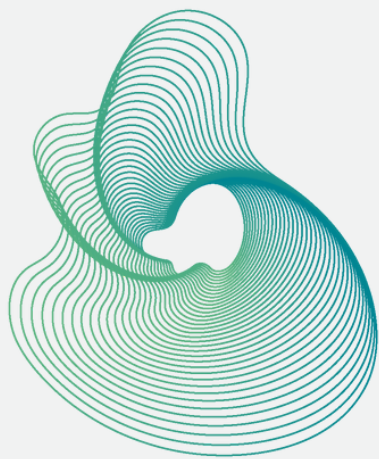
What we achieved: from the “project” to the change system; post-implementation continuity.

TOOLKIT AND METHODOLOGIES

It is a reference framework that standardizes best practices to convert strategy into measurable execution.



	Tool	What we use it for	When to apply it
Systemic	5R Map + Lever Points	To see the system and where to intervene	Phase 1
Complexity	Stacey Matrix + Polarities	To define tactics according to uncertainty	Phases 1–2
Discovery	Theory U (interviews))	Deep listening and challenge validation	Phase 1
Prioritization	Impact–Effort	Focusing on quick wins	Phase 4
Behavioral design	5R Map + Leverage Points	To see the system and where to intervene	Phase 3
Prototyping	Stacey Matrix + Polarities	To define tactics based on uncertainty	Phase 4
Agility	Theory U (interviews)	Deep listening and challenge validation	Phase 5
Performance	Impact–Effort	Focusing on quick wins	Phase 6
Governance	RACI + Light Holacracy	Making quick decisions without losing control	Phases 2–6



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www.trazastudio.org

info@trazastudio.org