



	Principle	Task
<b>THINK-friendly</b> 	See the world through a fresh lens	Stay alert to the four dimensions of sound thinking: <ul style="list-style-type: none"> <li>• Capacity</li> <li>• Curiosity</li> <li>• Conclusions</li> <li>• Connections</li> </ul>
<b>TALK-friendly</b> 	Listen so people will talk, and talk so people will listen	<ul style="list-style-type: none"> <li>• Relinquish Power</li> <li>• Defer Judgment</li> <li>• Listen with Empathy</li> <li>• Inquire to Discover</li> <li>• Advocate with Respect</li> <li>• Pool the Meaning</li> <li>• Tame the Elephants</li> </ul>
<b>TRUST-friendly</b> 	Make trust first to make it last	Overcome common Trust <i>Busters</i> with these Trust <i>Builders</i> : <ul style="list-style-type: none"> <li>• Clear the Fog</li> <li>• Drop the Pretense</li> <li>• Level the Field</li> <li>• Coach with Clarity</li> <li>• Connect the Dots</li> </ul>
<b>TEAM-friendly</b> 	Enjoy the strength of unity	Create an environment where your team has: <ul style="list-style-type: none"> <li>• a clear identity</li> <li>• a compelling purpose</li> <li>• a reinforcing framework that promotes achievement</li> <li>• a nurturing context</li> <li>• ready access to skillful coaching</li> </ul>



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<b>Validate the Journey</b>  1	Alignment around a commonly understood <i>Business Case for Change</i> accelerates its implementation, thereby improving Return on Investment (ROI).	A compelling Business Case for Change (BCC) message translated into the Frame of Reference of Change Agents and End Users and communicated to all impacted parties in a way that produces alignment of understanding.
<b>Scan for Speed Bumps</b>  2	Resistance is not necessarily a sign of disloyalty or of “not being a team player.” Resistance can actually be a gift.	Identify and manage resistance to your change effort. Use a range of tools to gather pertinent, reliable data.
<b>Chart the Course</b>  3	Sustainable change requires the systematic creation and reinforcement of behavioral norms based on commitment as well as compliance.	Morph your planning into implementation. Determine which implementation approach(es) can work best in your environment, then use multiple influence tactics to create the change you want.
<b>Build a Coalition</b>  4	Educated and engaged sponsorship is critical to ensure that desired behavior changes cascade throughout all impacted parts of the organization.	Strategically engage your change effort’s Champions, Agents, Sponsors, and Targets (End Users). Invest special effort to promote consistent Sponsor behaviors that accelerate successful implementation.



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<b>Ford the Streams</b>  5	Organizational culture—and its subcultures—constitute the “streams” in which you navigate your change. In some cases you can re-channel the streams. In others, you must learn to go with the flow.	Identify the cultural currents that have the greatest potential impact on your change effort. Use the positive currents to propel your change, and devise strategies to diminish the effect of the negative currents.
<b>Stay on Message</b>  6	Behavior change occurs fastest—and is most sustainable—when people are properly engaged with messaging that is both clear and appropriately backed up.	“Manage the meaning” of your communication through strategic use of Communication, Learning, and Reinforcement Systems.
<b>Mind the Gap</b>  7	It’s an immutable law that words are words, explanations are explanations, and promises are promises. But only performance is reality.	Be precise about your success metrics, then use reliable tools to measure—and close—the gap between good performance and great performance.