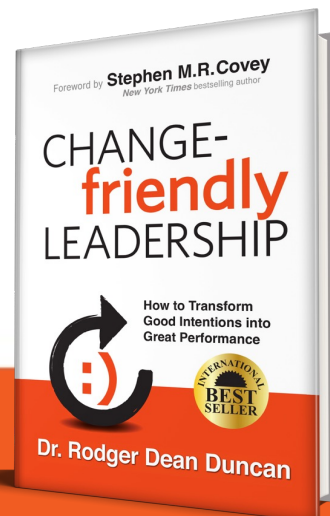


CHANGE- **friendly** IMPLEMENTATION GUIDE

**How to Transform
Good Intentions into
Great Performance**



for the eCourse

YOUR NAME



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WORLDWIDE

ABOUT DUNCAN WORLDWIDE

Duncan Worldwide, founded in 1972, is a leading provider of training, consulting, and coaching services related to leadership development and the strategic management of change.

Duncan Worldwide's mission is to help smart people work smarter.

For more information on our services, visit DuncanWorldwide.com

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CHANGE- **friendly** IMPLEMENTATION GUIDE



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Benjamin Franklin once said, 'When you're finished changing, you are finished.'

I am sure Dr. Rodger Dean Duncan would agree. Change is inevitable. It is the natural progression of life. It is also scary and uncertain at times.

By validating our unease and then charting a course to follow, Rodger's approach allows us to take hold of the reins of change in our own lives, and to manage it effectively within our organizations.

He provides the vital framework and process that enable us to thrive and accomplish our goals. The results we achieve and the growth we gain will make it well worth the journey.

- **Stephen M.R. Covey**, *New York Times* bestselling author of *The Speed of Trust*



“ Change is opportunity, not a threat.

- Rodger Dean Duncan



WHAT'S DOES CHANGE MEAN TO (AND FOR) YOU?



WHAT THIS EXPERIENCE IS ABOUT

This two-day **CHANGE-friendly IMPLEMENTATION** workshop is designed to enable you to:

- Understand the basic principles of effective change management
- Use a structured approach to implementing organizational change in a way that improves speed and boosts return on investment
- Use a behavioral protocol for handling the highest-risk elements of change
- Recognize significant personal and organizational barriers to change, and use tactics to increase readiness and decrease the time and resources required to achieve desired business results
- Use a set of integrated tools to help complete challenging change initiatives on time, on budget, and with all “human” considerations (engagement, friendships, sanity) intact
- Accelerate and reinforce people’s commitment to and adoption of change
- Enhance your organization’s capacity for future change and improve the probability of implementation success





Navigating change is much like finding our way through a maze – lots of twists and turns as we work to discover the route that gets us through. But of course we are never completely “finished.” By definition, much of change is perpetual. We pass through one stage, only to begin traversing another. **CHANGE-friendly IMPLEMENTATION** is a continuous loop of exploring and discovering.

Rodger Dean Duncan

FOUNDATIONS



Achievement is the result of developing
the habit of doing the things average people avoid!

Do not go where the path may lead.
Go instead where there is no path and leave a trail.

- *Ralph Waldo Emerson*

If you want something new, you must
stop doing something old.

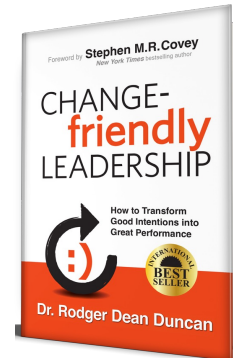
- *Peter Drucker*

Never turn down a breath mint.
After all, feedback is a gift.

- *Rodger Dean Duncan*

THE HIGH COST OF BELLY FLOPS

In the sweltering Oklahoma summers of my youth, a favorite pastime was swimming in Mr. Colby's pond. In place of a diving board, we used the horizontal branch of a large elm tree that hung about 10 feet over the water. The pond was too shallow for deep diving, but we didn't have the skill for anything fancy anyway. So the favorite launch protocol—after all, teenage boys like to make loud noises and big splashes—was the belly flop. In exchange for congratulatory whoops and hollers, we often paid a painful price. What the belly flop lacks in grace and elegance it makes up for in the raw force of fundamental physics. It hurts. Sometimes a lot.

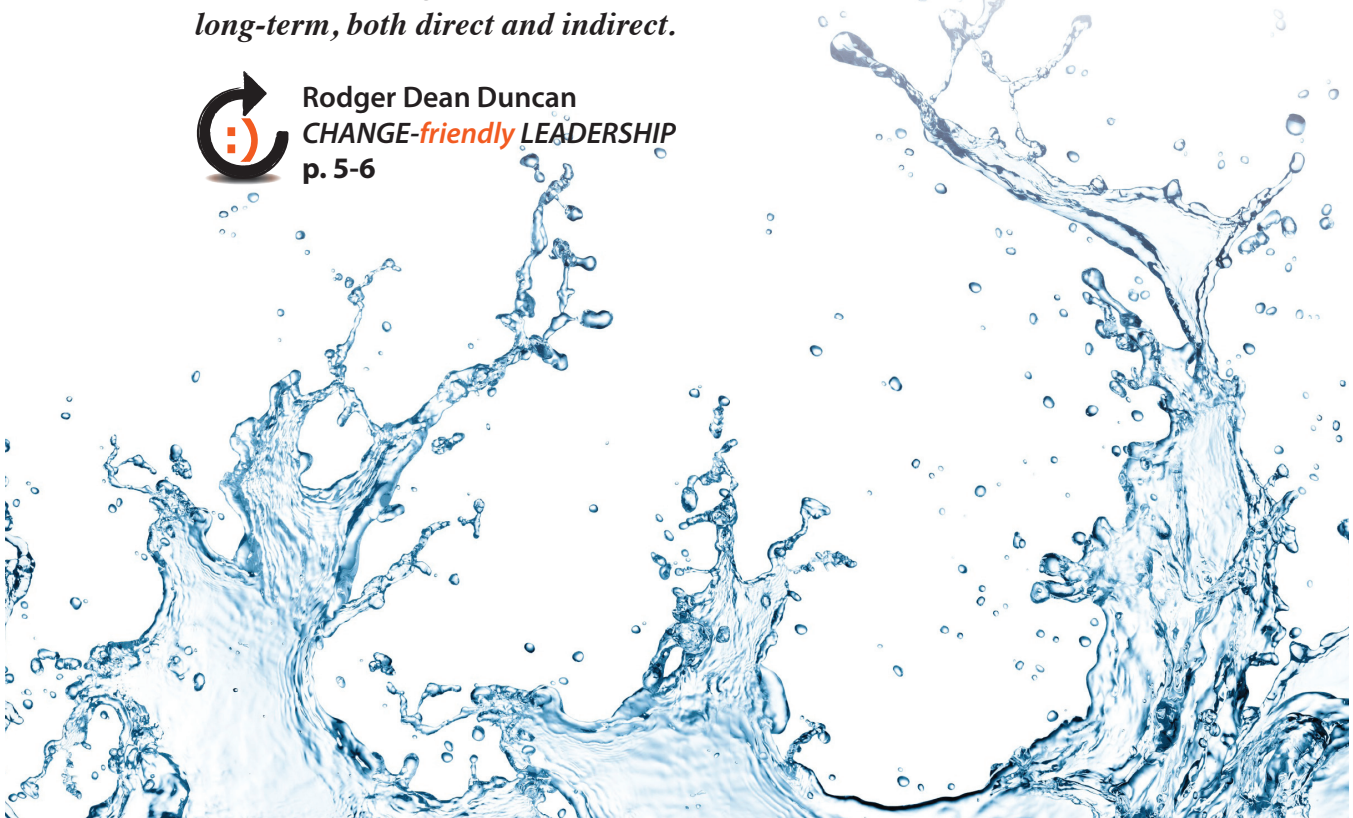


Many so-called change efforts seem to employ the launch protocol of the belly flop. Lots of noise, big splashes, a few congratulatory whoops and hollers. But then the pain sets in. Sometimes a lot of pain.

Every time an implementation fails to achieve its stated objectives on time and on budget, there are costs. The costs are both short-term and long-term, both direct and indirect.



Rodger Dean Duncan
CHANGE-friendly LEADERSHIP
p. 5-6



COST OF IMPLEMENTATION FAILURE

	Short-Term	Long-Term
Direct Costs	<ul style="list-style-type: none">• Wasted resources• Objectives missed• Job security jeopardized	<ul style="list-style-type: none">• Strategic goals not met• Culture becomes toxic• Brain drain
Indirect Costs	<ul style="list-style-type: none">• Weakened morale• Increased cynicism• Diminished reputation	<ul style="list-style-type: none">• Weakened confidence• Increased resistance• Likelihood of failure



1. What's at stake with the implementation efforts in your organization?



2. What's at stake with the implementation efforts in your organization?

3. In that context, what take-aways are you hoping to get from this course?

WHAT'S THE BIG DEAL ABOUT CHANGE?

Rodger Dean Duncan makes the case for regarding change management skill as one of the most critical ingredients of organizational vitality.



THE CHALLENGE OF CHANGE IN YOUR WORLD

Most organizations face challenges with change implementation issues. If change implementation weren't important to your organization, you probably wouldn't be taking this course.

Take a few minutes to answer the following questions.

1. On a scale of **0** to **10** – with **0** indicating failure and **10** representing perfection – how would you rate your organization on its ability to implement change initiatives successfully? Briefly explain why you give your organization that rating.
2. What kind of change implementation issues are most critical in your organization? Culture? Behaviors? Technology? Leadership? Processes? Other? (Be as specific as possible.)

3. What seem to be the top three roadblocks to successful change in your organization? Weak engagement? Weak sponsorship? Lack of clarity? Poor planning? Anemic follow through? Other? (Be as specific as possible.)

4. If you could wave a magic wand, what perspectives or skills would you give people in your organization to help them deal more successfully with the implementation of change? Why?

5. What are the two or three main take-aways you hope to get from this course?



YOUR OWN REAL DEAL

Select a Learning Partner you'd be comfortable working with throughout this course. Ideally, this would be someone who is also taking the course, but it doesn't have to be. No need for group hugs or singing Kumbaya. Just find a partner who is likely to talk straight with you and challenge your thinking. Be sure that you're willing to reciprocate.

With your Learning Partner, read and follow these instructions:

1. Review and compare your responses to the questions on pages 12-14.
2. Think of a specific project or change initiative where you, personally, would like to use what you learn in this course to have a real, make-a-difference influence. Identify the project or change initiative. Then, in 2-3 sentences, describe the most important success metrics for your project or initiative. Share with your Learning Partner and solicit feedback.

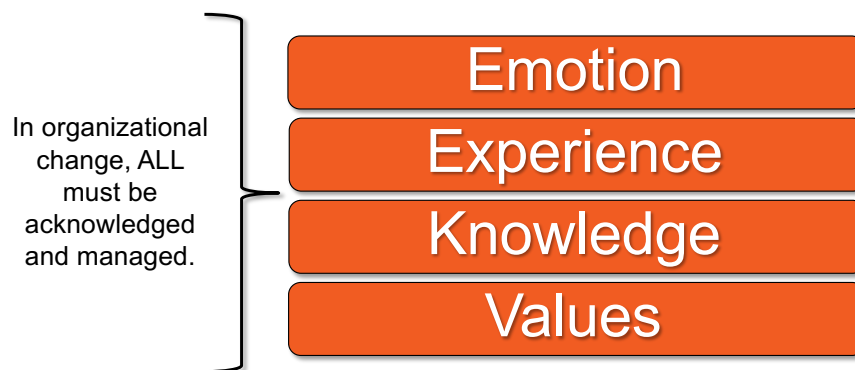


FRAME OF REFERENCE

A core element in successful implementation of organizational change is the ability to acknowledge and manage multiple “**Frames of Reference**.”

Other terms, synonyms?

- Perspective
- Viewpoint
- Paradigm
- Thinking model
- Assumption
-
-
-
-



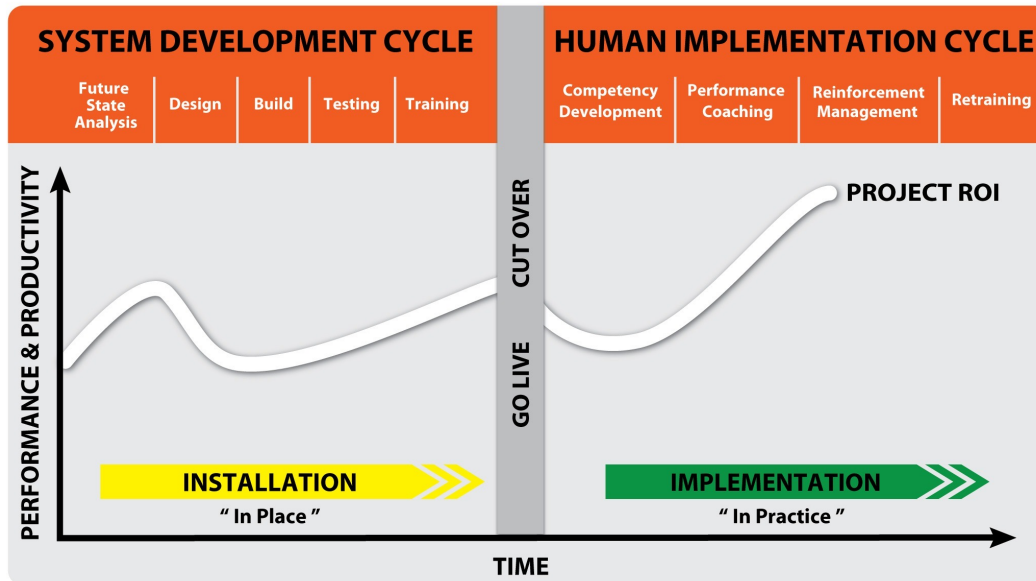
What are some of the **Frames of Reference** that must be managed in your change effort?



Do some of those **Frames of Reference** conflict with each other?
If so, how?

What are the implications of these differences in **Frame of Reference**?
How could those differences affect people's engagement with your
change effort?

“IN PLACE” vs “IN PRACTICE”



HOW DOES THIS APPLY TO YOU?

1. What examples of this pattern have you seen in your organization?
2. Any projects where installation was successful but implementation was not?

THE FRIENDLY FACTOR

The so-called “people stuff” is what the **CHANGE-friendly** protocol is all about.

In this context, “friendly” is not intended to connote coddling or indulgence. And it certainly doesn’t imply a warm and fuzzy, hands-off approach to serious issues.

Like you, my colleagues and I are always interested in getting strong, sustainable results. Like you, we’re always interested in engagement and accountability.

The approach we recommend—an approach whose value is supported by tons of data and real-world experience—is a simple affirmation that successful organizational change involves—requires, in fact—the active, willful participation of the people affected by the change.

Change-by-announcement, change-by-slogan, and certainly change-by-executive-decree are doomed to failure.

*In the change approach we prescribe, the so-called “**Friendly Factor**” is not just a play on words. It’s the very foundation for effectively engaging people’s heads, hearts, and hopes.*



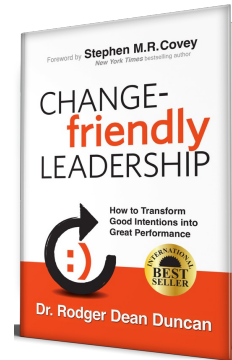
Rodger Dean Duncan
CHANGE-friendly LEADERSHIP
Adapted from p. 9



*Change-by-announcement,
change-by-slogan,
and certainly
change-by-executive-decree
are doomed to failure.*

WHY ENGAGEMENT MATTERS

In our **CHANGE-friendly** context, we use the concept of “engagement” to mean the harnessing of people’s energy, ingenuity, and allegiance to their work roles. A person is “engaged” when he feels positive emotions toward his work, when he regards his work as personally meaningful, when he considers his workload to be manageable, and when he has positive expectations (hope) about the future of his work.



A fundamental part of a high-performance work environment is something called “psychological ownership”—the extent to which people feel they “own” their work. This has nothing to do with entitlement or privilege. It has everything to do with engagement, with feeling a personal connection and commitment to the work.

Here’s what engagement often “sounds” like:

- **Physical component** – “When I’m at work I seem to bubble over with energy.” (Engaged people enjoy vigor and vitality.)
- **Emotional component** – “Our work is important, and I’m glad to be a part of it.” (Engaged people feel positively connected to their work.)
- **Cognitive component** – “I get so immersed in my work I lose track of time.” (Engaged people are positively absorbed in their work.)

Engagement is not just some soft feel-good factor. It has serious consequences that should be mindfully tended to by anyone who’s serious about productivity, effective change, and good business results.



Levels of Engagement

People connect to the organization across three dimensions:

- **Rational** – the “thinking” part of the relationship dynamic. *How well do people understand their roles and responsibilities? To what extent do they really understand the contribution they make and how it “fits” with the work of others?*
- **Emotional** – the “feeling” part. *How much passion and energy do people bring to their work? How much do they really care about the organization’s success? To what extent are they vested in what’s best for the organization’s stakeholders?*
- **Motivational** – the “acting” part of the relationship. *How well do people perform their roles? How much effort do they put into personal improvement?*

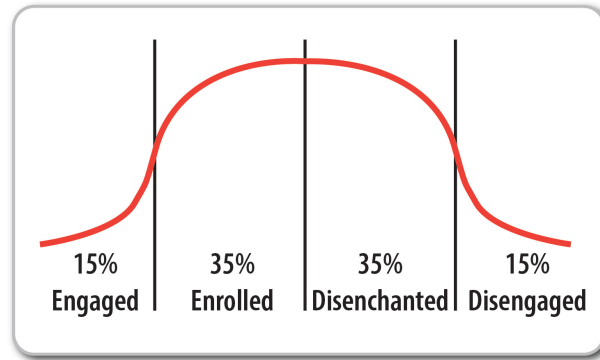
In many organizations, people seem to be clustered into four groups:

- **Engaged** – *These people are giving full discretionary effort. They have high scores on all three dimensions (Rational, Emotional, and Motivational).*
- **Enrolled** – *These people are partially engaged. They typically score well on the Rational and Motivational dimensions, but are less connected on the Emotional dimension.*
- **Disenchanted** – *These people are partly disengaged. They have lower scores on all three dimensions of engagement, especially the Emotional connection.*
- **Disengaged** – *These people have disconnected on all three dimensions. They not only do not contribute to organizational success, they are often a noticeable drag.*



Rodger Dean Duncan
CHANGE-friendly LEADERSHIP
p. 9-14





In a typical implementation, what percentage of your organization's people do you estimate are in each group?

What's the cost of less-than-robust engagement?

What do you hope to learn in this course to help with engagement?

FOUR Ts



Your brain has a mind of its own.

- *Rodger Dean Duncan*

He who asks is a fool for five minutes. But
he who does not ask is a fool forever.

- *Chinese Proverb*

Life is change. Growth is optional.
Choose wisely.

- *Karen Kaiser Clark*

The greatest obstacle to discovery is not
ignorance – it's the illusion of knowledge.

- *Daniel J. Boorstin*

THE POWER OF FOUR TS

Rodger Dean Duncan explains that the behaviors associated with the Four Ts are the foundation of successful change and implementation efforts.



Your trainer will briefly preview the Seven Steps of the **CHANGE-friendly IMPLEMENTATION** protocol.



THINK-FRIENDLY

See the World Through a Fresh Lens

The behaviors and skills associated with being **Think-friendly** include adopting a growth mindset that you are indeed capable of solving problems in fresh ways.

It includes exercising curiosity by asking smart questions to explore and discover.

It includes challenging your own conclusions to ensure that your assumptions are valid.

And it includes making appropriate connections that lead to breakthrough ideas.



It's not the challenges that give meaning to your life, but the meaning you give to the challenges.



TUTORIAL

The **CHANGE-friendly** PRACTITIONER is alert to four dimensions of sound thinking:

- **Capacity** – “mindset” really does matter
- **Curiosity** – the power of thoughtful questions
- **Conclusions** – challenging the stories we tell ourselves
- **Connections** – priming the idea pump



NOTES



Jot down some of your key take-aways from the tutorial on **THINK-friendly** behaviors.

Capacity – “mindset” really does matter



Curiosity – the power of thoughtful questions

Conclusions – challenging the stories we tell ourselves

Connections – priming the idea pump



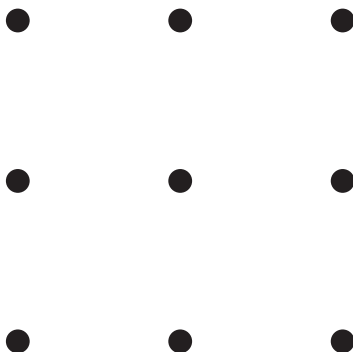


THINK-friendly ACTIVITY

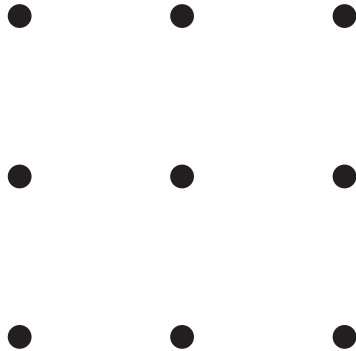
This activity helps you consider the four dimensions of sound thinking:
Capacity, Curiosity, Conclusions, Connections

As you complete the activity, you'll better understand your own approach to problems and discover how to think with a more open mind. Take the challenge with this activity and see what kind of thinking it takes to solve these problems.

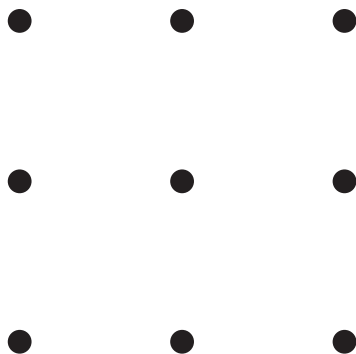
Problem 1: Connect all nine dots with **five (5)** straight lines. Go through each dot only once and do not lift your pen, pencil or stylus from the page.



Problem : Connect all nine dots with **four (4)** straight lines, going through each dot only once and without lifting your pen, pencil or stylus from the page.



Problem 3: Connect all nine dots with **three (3)** straight lines, going through each dot only once and without lifting your pen, pencil or stylus from the page.



NOTES



TALK-FRIENDLY

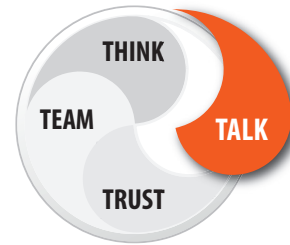
Put Your Best Voice Forward

Being **Talk-friendly** is about the behaviors and skills of collaborative dialogue and appreciative inquiry.

It's about listening to learn and understand rather than to rebut and overpower.

It's about exercising influence rather than authority.

It's about willingness to be influenced rather than assuming that the views of others should always take a back seat to your perspective



People serious about engaging others in change know how important it is to revive the lost art of meaning-full conversation.



The **CHANGE-friendly** PRACTITIONER knows that open and honest dialogue is the antidote to the poisonous “command-and-control” and debate tactics that characterize so many interactions in so many organizations.

For best results, adopt these behaviors:

- **Relinquish Power**
- **Defer Judgment**
- **Listen with Empathy**
- **Inquire to Discover**
- **Advocate with Respect**
- **Pool the Meaning**
- **Tame the Elephants**



NOTES



Jot down some of your key take-aways from the trainer's tutorial on **Talk-friendly** behaviors.

Defer Judgment



Listen with Empathy

Tame the Elephants





WHAT ABOUT YOUR ORGANIZATION?

All of the **Talk-friendly** behaviors are critical to the vitality of organizational culture in general and to the success of change and implementation in particular.

On a scale of **1** to **3**, rank your own organization in terms of how well these **Talk-friendly** behaviors are practiced:

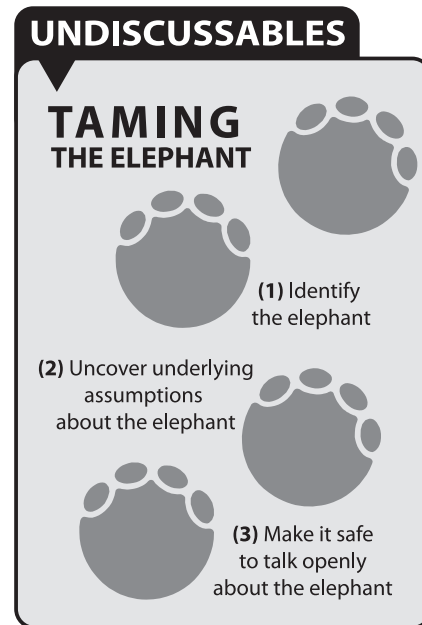
- 3** = we do it well
- 2** = we're about average
- 1** = we need improvement

- _____ **Defer Judgment**
- _____ **Listen with Empathy**
- _____ **Tame the Elephants**



TAME THE ELEPHANT

Talk-friendly practitioners understand the difference between implicit and explicit communication. The elephant—an undiscussable subject—is implicit. It’s latent, tacit, undeclared, unexpressed. People talk around the elephant without acknowledging that it’s in the room and affecting everything that’s going on. But until the elephant’s presence is made explicit—plain, clear, straightforward, obvious—the quality of true dialogue is limited. Naming and taming the elephant is a metaphor for making implicit issues explicit.

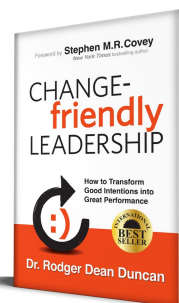


Undiscussables can easily become the fabric of individual relationships and organizational culture. It works something like this:

- *People craft messages (expressed in words and/or behaviors) that contain inconsistencies. For example, “integrity” and “accountability” may be professed values, yet team members frequently miss production deadlines and nobody raises an eyebrow.*
- *Team members act as if the messages are not inconsistent.*
- *Team members treat the ambiguity and inconsistency as undiscussable.*
- *Team members make the undiscussability of the undiscussable also undiscussable.*



Rodger Dean Duncan
CHANGE-friendly LEADERSHIP
p. 99-101





TAME THE ELEPHANT ACTIVITY

Part A: Using the principles and practices outlined in the *CHANGE-friendly LEADERSHIP* book and by your trainer, answer the following questions related to Elephants in the Room in your organization.

Part B: Compare your responses to those of any of your colleagues who are also taking this course.

1. What topics are hard to discuss in your organization?

TALK-
friendly

2. What makes those topics hard to discuss?

3. What are the consequences (costs) of not discussing those topics?





YOUR OWN REAL DEAL

1. Which of the **Think-friendly** practices can be most helpful to you, personally, in your work with change and implementation? Why?



2. Which of the **Talk-friendly** practices can be most helpful to you, personally, in your work with change and implementation? Why?

TRUST-FRIENDLY

Make Trust First to Make It Last

A person is **Trust-friendly** when his behaviors consistently enable him to earn trust, extend trust, and personify trust is all that he does.

Effective change leaders know how to make trust first in order to make it last.



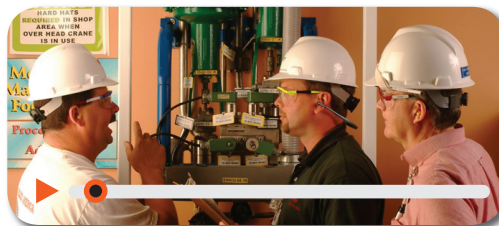
Many organizations have it all wrong. They don't need to motivate their people. They need to stop demotivating them.



TUTORIAL

The **CHANGE-friendly PRACTITIONER** knows that trust is much more than a nice-to-have social virtue. Trust is also a behavioral competency that can be improved. The extent to which we are regarded as trustworthy (we meet deadlines, keep commitments, produce consistently good results, etc.) has a huge impact on our success. And it's an absolute imperative in implementation initiatives.

"Speak the language of trust" not only in what you say but in everything you do.



Stay alert for the following Trust **Busters** and their antidotes (Trust **Builders**):

TRUST BUSTER

Double Talk
Pulling Rank
Playing Favorites
Flimsy Feedback
Fake Work

TRUST BUILDER

Clear the Fog
Drop the Pretense
Level the Field
Coach with Clarity
Connect the Dots

NOTES



Jot down some of your key take-aways from the trainer's tutorial on **Trust-friendly** behaviors.

Buster: Double Talk — **Builder:** Clear the Fog



Buster: Pulling Rank — **Builder:** Drop the Pretense

Buster: Playing Favorites — **Builder:** Level the Field

Buster: Flimsy Feedback — **Builder:** Coach with Clarity



Buster: Fake Work — **Builder:** Connect the Dots





TRUST SCENARIOS ACTIVITY

Carefully consider each of the follow scenarios and determine which Trust **Buster** behavior is exhibited and which Trust **Builder** could have been used to advantage. Compare your thoughts with those of any of your colleagues who are taking this course.

Scenario 1:

Phil really wants to impress his new boss. He's given an opportunity to design a new product with a person he supervises. His employee (Sam) is new and uncertain about the product design, but is creative and has many good ideas. Sam quickly comes up with several outstanding ideas, but Phil is slow to move on the ideas. After working together, Phil does most of the actual design of the product, based upon Sam's ideas. But because of Phil's slowness they miss a couple of deadlines.

When presenting the innovative new product to the board of directors, Phil is clear about how he designed the product, but uses strategically ambiguous language about the contributions of Sam. Likewise, when Phil is asked why the project is late, he gives vague excuses about how he and Sam worked slowly, but carefully together. Sam is also invited to the presentation, but he and Phil decide that Phil will be the only presenter.

TRUST-
friendly

1. In this scenario, what Trust **Buster(s)** does Phil use that could damage his relationship with Sam?
2. In this scenario, what Trust **Builder(s)** should Phil have used?



Scenario 2:

Sara has been working for several years as a customer service representative (CSR). She was recently recognized for her excellence and received a promotion. Her promotion gives her direct accountability for the people who were once her coworkers.

Before her promotion, Sara noticed several things that her coworkers were doing incorrectly, but when she gave her coworkers advice on how to improve they never listened to her and even resented her.



Now that she is the supervisor, she is determined to compel her former coworkers to change as she had previously instructed them.

1. In this scenario, what Trust **Buster(s)** does Sara use that could damage the relationship with the people she leads?
2. What Trust **Builder(s)** should Sara use to avoid creating distrust with the people she leads?

Scenario 3:

Bob is Stan's supervisor. Stan is a hard worker and very skilled at his job, but he is loud and complains a lot, especially when he's asked to change something about his work.

At times, assignments are given to Bob by his supervisor that would be perfect for Stan to complete. But this would require Bob to work more closely with Stan. As a result, Bob gives the assignments to one of Stan's coworkers who is more pleasant to work with. Although Stan annoys others in the workplace as well, Stan and the other workers begin to wonder why these assignments are not given to Stan.

1. In this scenario, what Trust **Buster(s)** does Bob use that could damage the relationship with the people he leads?
2. What Trust **Builder(s)** should Bob use to avoid creating distrust with the people he leads?

TRUST-
friendly

Scenario 4:

It's performance review time in Stacy's organization. Stacy is required to provide each of her direct reports with a grade on their performance. Her reviews are very general and don't specifically describe how the person can change or improve. In each review, she talks collectively about what everyone can do better instead addressing the strengths and vulnerabilities of each employee. After the reviews, her employees don't seem to be changing according to the feedback she intended to give them.

1. In this scenario, what Trust **Buster(s)** does Stacy use that could damage the relationship with the people she leads?
2. What Trust **Builder(s)** should Stacy use to avoid creating distrust with the people she leads?

Scenario 5:

Every Thursday Willis holds a meeting about how to improve the organization. He never sends an agenda because he assumes that everyone knows what the meeting is about. At the meeting, few people talk, so Willis fills the time talking about what seem to be random thoughts about how to improve the organization. When other people in the meeting do speak up, they tend to complain about what is going on in the organization, without discussing how to improve.

Over the months that he has been holding the meeting, Willis notices that some of the people who should be attending the meeting have stopped coming.

1. In this scenario, what Trust **Buster(s)** does Willis use that could damage his relationship with the people he leads?
2. What Trust **Builder(s)** should Willis use to avoid creating distrust with the people he leads?

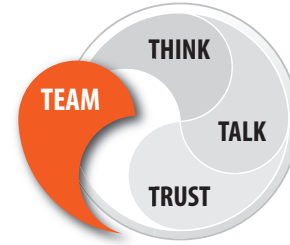




TEAM-FRIENDLY

Finding Strength in Unity

The effective change leader is **Team-friendly**. This involves working with people in ways that foster genuine collaboration and engage their heads, hearts, and hopes.



We are most effective as a team when we compliment each other without embarrassment and disagree without fear.



The **CHANGE-friendly** PRACTITIONER knows that a team is most likely to be effective when five conditions exist:

1. It's a real team, not just a team in name only.
2. It has a compelling purpose that kindles the enthusiasm of its members.
3. It has a reinforcing framework that promotes and enables rather than inhibits team achievement.
4. It enjoys a nurturing context, not just lip service support.
5. Team members have ready access, individually and collectively, to skillful coaching on teamwork issues.



NOTES



Jot down some of your key take-aways from the trainer's tutorial on **Team-friendly** behaviors.

Real team:



Compelling purpose:

Reinforcing framework:

Nurturing context:



Skillful coaching:





THE FOUR Ts SELF-ASSESSMENT



Activity Description

This activity will help you discover and understand opportunities for improvement in your use of the **Four Ts – Trust-friendly, Talk-friendly, Trust-friendly, and Team-friendly** behaviors. After completing the self-assessment, you will analyze and compare your results to the scores and results of other workshop participants.

INSTRUCTIONS: Read each statement and decide how accurately it describes your use of the **Four T** behaviors.

- a. Never or rarely engage in this behavior (**0** points)
- b. Sometimes engage in this behavior (**1** point)
- c. Regularly engage in this behavior (**2** points)
- d. Always or almost always engage in this behavior (**3** points)

Place the **point value** of your response choice beside each statement.



Think-friendly

- _____ 1. I think in ways that challenge the status quo, that challenge existing norms, and that clearly expand possibilities.
- _____ 2. I ask smart questions (“smart” in the sense that they explore fresh territory and help uncover information that other people may have missed).
- _____ 3. I carefully challenge my own stories (conclusions) to ensure that they’re based on facts rather than on assumptions.
- _____ 4. I constantly look for the root causes of things that affect my change effort, not just the superficial symptoms.
- _____ 5. When faced with difficulty, I ask myself “What am I doing, or failing to do, that could be contributing to this predicament?”

_____ **Total Number of Points**

Talk-friendly



- _____ 1. I postpone judgment on things until I have sufficient data to proceed with justifiable confidence.
- _____ 2. I identify important “undiscussables” (elephants in the room) and make it safe for people to talk about them openly.
- _____ 3. I genuinely listen with the intent to learn and understand rather than to judge or to prepare my rebuttal.
- _____ 4. When I advocate a position, I do so with a sincere spirit of humility, confidence, and respect.
- _____ 5. While having confidence in my own positions, I listen to contrary views in a welcoming, non-defensive manner.

_____ **Total Number of Points**



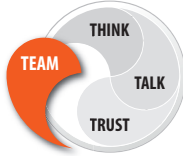
Trust-friendly



- _____ 1. I use “the language of trust” by being explicit about my commitments to others and being very clear about what I expect of them.
- _____ 2. I am very careful to treat people respectfully, regardless of their position or title.
- _____ 3. I honestly question my own motives to ensure that I’m doing the right thing(s) for the right reason(s).
- _____ 4. I give people feedback that is honest, specific, fair, and actionable.
- _____ 5. When I ask someone to do something (attend a meeting, produce a report, etc.), I make sure the task is not “fake work”—that it is explicitly linked to a clear strategy.

_____ **Total Number of Points**

Team-friendly



- _____ 1. The teams in my organization operate with team charters that clearly outline important issues like purpose, tasks, boundaries, authority, and expected results.
- _____ 2. Our teams are organized with an emphasis on needed skills and varied viewpoints rather than just selecting team members on the basis of political correctness (ensuring that every demographic subgroup is “represented”).
- _____ 3. To achieve specified ends (goals, objectives, targets), our teams are given reasonable flexibility regarding means (how to do it).
- _____ 4. In my organization, we emphasize understanding interdependencies—how each team affects and is affected by the efforts of others.
- _____ 5. In my organization, we provide coaching that’s specifically aimed at improving teamwork.

_____ **Total Number of Points**

FOUR TS

Scoring Your Assessment

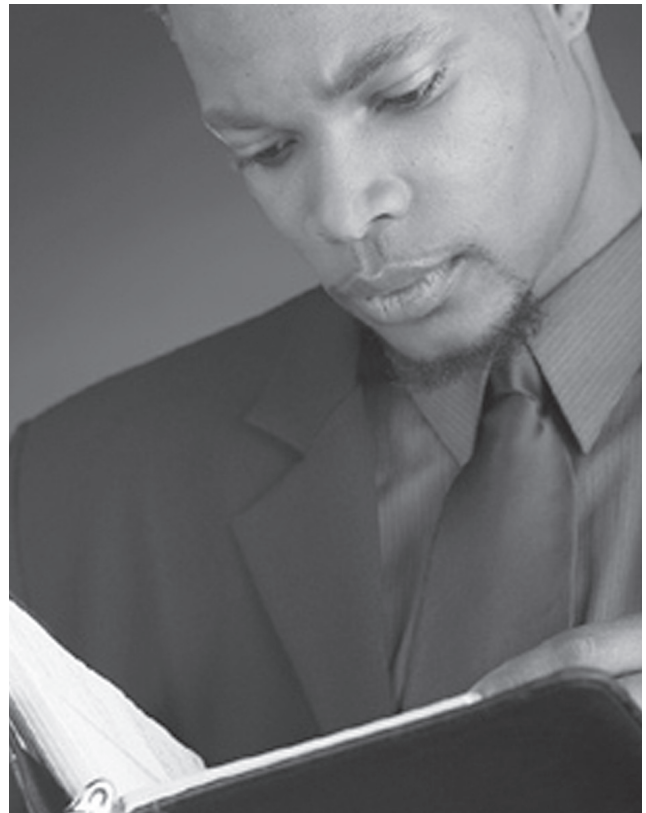
List your four scores from the assessment:

_____ **Think-friendly**

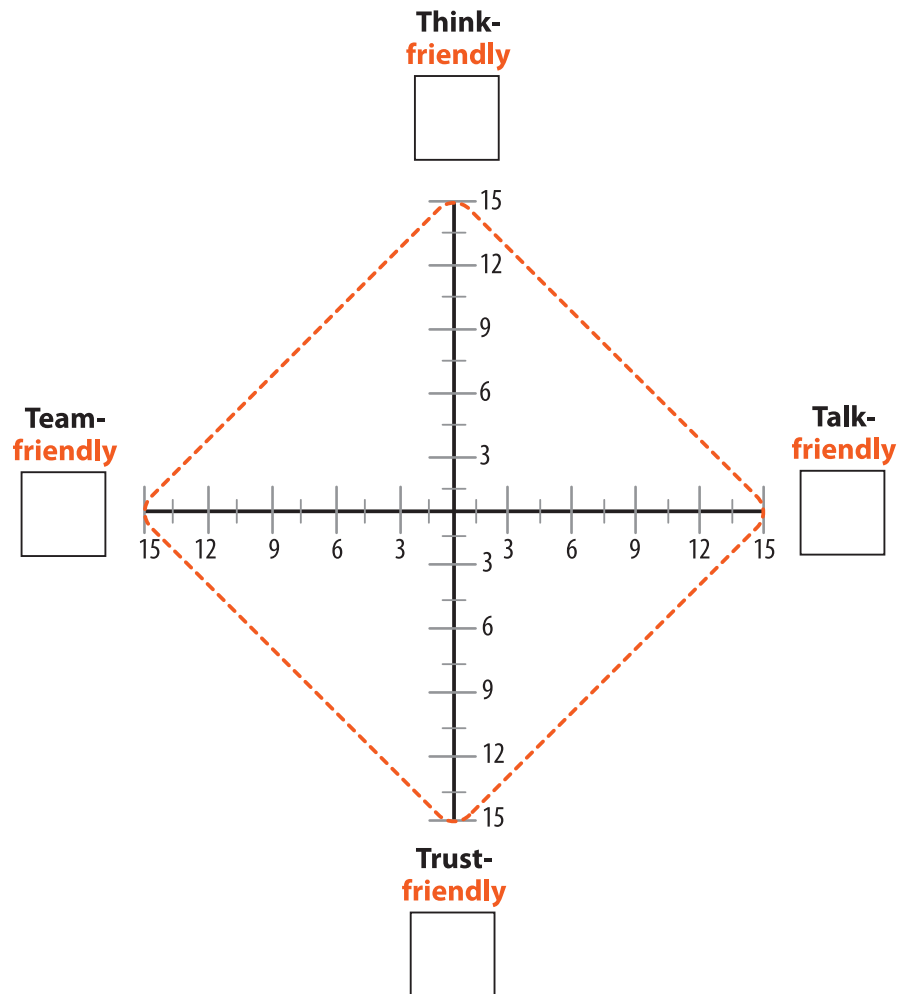
_____ **Talk-friendly**

_____ **Trust-friendly**

_____ **Team-friendly**



Place your scores on the following chart:



Shade the area inside the configuration you plotted. This represents your perception of the current situation. The area outside your plotted area represents the *opportunity for improvement*.



INTERPRETING YOUR SCORES

Think-friendly

- 0-5:** You're missing opportunities to expand your thinking and are likely mired in a rather ho-hum change effort. It's not uncommon for smart people to assume they can simply "wing it" through a change effort without paying the price of deliberate and strategic thinking. Does that describe you?
- 6-10:** You're making better-than-average use of good thinking behaviors, but you're still not operating at the level for which you should strive. Continue to ask a lot of smart questions—always from the perspective of the "learner" rather than from the "judger"—and you'll be pleased by the progress you make.
- 11-15:** Congratulations. Your thinking behaviors are definitely the ones that will produce superior results. But don't get complacent. Because change by its very nature is a fluid process, **Think-friendly** behaviors are a critical ingredient at every stage of every change effort.



FOUR TS

Talk-friendly

- 0-5:** You may be coming across as not really that interested in open dialogue with others. That may not be your actual intent, but as the old saying goes, perception is reality.
- 6-10:** You're clearly making an effort to use good dialogue skills, but there's opportunity to get better. Be sure to ask a lot of smart questions—always from the perspective of the "learner" rather than from the "judger." This practice not only helps you think better, it helps you talk better.
- 11-15:** Nice work. You seem to be talking so people will listen, and listening so people will talk.

Trust-friendly

- 0-5:** You may be paying some low-trust “taxes” that make your work more costly and more time-consuming than it needs to be. Remember: You can be regarded as personally “honest” (a character trait), yet still have considerable room to improve on the competencies associated with high trust.
- 6-10:** You no doubt understand that trust has both character and competency components. Become even more aware of the power of language as you interact with people. Talk the “language of trust” by explicitly discussing how trust is important to you and what you’re trying to do to earn and maintain the trust of others.
- 11-15:** Excellent. When it comes to trust issues, you apparently “get it.” But take nothing for granted. While a reputation for high trust can take years to establish, that reputation can be shattered by a single act or by one moment of inattention.



FOUR TS

Team-friendly

- 0-5:** There’s a good chance that the teams in your organization are little more than clusters of people with only minimal direction and influence. This can be worse than having no teams at all because it gives the superficial illusion of teamwork while producing no real results.
- 6-10:** Your organization is headed in the right direction on teamwork issues, but you’re still not enjoying the full benefits of synergy. Make sure each team has its own charter that’s been mindfully drafted. Make sure your teams have plenty of clarity on both ends and means.
- 11-15:** Excellent. Overall, your organization is doing a good job in its use of teams.



WHAT'S YOUR BASELINE?

Now that you've completed and scored your Four Ts Self-Assessment, compare your summary with other participants in your organization.

1. Overall, what are 2-3 common strengths?
2. Overall, what are 2-3 significant opportunities for improvement?
3. How could improvement in those areas help with implementation efforts in your organization? Be specific.

FOUR Ts







YOUR OWN REAL DEAL

1. Which of the **Trust-friendly** practices can be most helpful to you, personally, in your work with change and implementation? Why?

FOUR TS

2. Which of the **Team-friendly** practices can be most helpful to you, personally, in your work with change and implementation? Why?



Compare responses with your Learning Partner.



7 STEP PROTOCOL



It is more important to know where you are going than to get there quickly. Do not mistake activity for achievement.

- *Mabel Newcomber*

Planning is bringing the future into the present so you can do something about it now.

- *Alan Lakein*

Nobody can go back and start a new beginning, but anyone can start today and make a new ending.

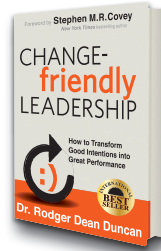
- *Maria Robinson*

When I consider what tremendous consequences come from little things, I'm tempted to think there are no little things.

- *Bruce Barton*

CHANGE PLAIN AND SIMPLE

The problem with many change tools is that they are “schizo-frantic.” They involve too many moving parts and make too much noise. They disrupt everything in sight. As weapons of mass distraction, they sometimes scare more than inspire, confuse more than comfort. They can be self-fulfilling prophecies, producing exactly the turmoil that many people associate with change.



This is not to suggest that change is easy or that change processes must be geared to the kindergartner. It's just to say that when change is needed, most people prefer the path to be as straightforward as possible. No academic jargon. No convoluted models. No jumping through unnecessary hoops. Just something that works. Plain and simple, thank you very much.

Managing change does not mean a narrow, lock-step approach that controls all the variables. It means setting boundaries around the chaos, challenging the status quo, and providing a deliberate and proactive process for getting from point A to point B and beyond.

That's where the **CHANGE-friendly** protocol can help. Rather than merely responding to change as it hits us in the face, the smartest and most sure way of reaching the future state we desire is to take deliberate leadership over the dynamics associated with the change.

7 Step Protocol



Rodger Dean Duncan
CHANGE-friendly LEADERSHIP
p. 181





VALIDATE THE JOURNEY

Order people around and you probably won't like the results. Appeal to their agenda and you can work wonders.



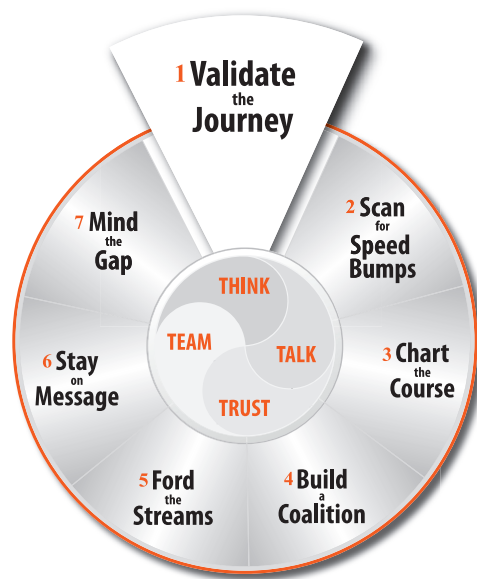
TUTORIAL

Key Points:

- Take off the Blinders
- Tend to the CAST of Characters
- Remember Context
- Use **SMART** Goals
- Keep it Simple
- Answer the W, W, WI Questions



Step 1
VALIDATE
the Journey



● PRINCIPLE:

Alignment around a commonly understood *Business Case for Change* (BCC) accelerates implementation, thereby improving Return on Investment (ROI).

● TASK:

A compelling 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.

Step 1
VALIDATE
the Journey

NOTES



Jot down some of your key take-aways from the **Validate the Journey** tutorial.

Take off the Blinders:

Tend to the CAST of Characters:

Remember Context:



Use SMART Goals:

Keep it Simple:

Answer the W, W, WI Questions:



HOW DO WE KNOW WE ARE SUCCESSFUL?

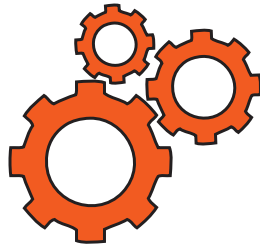
- On Time
- On Budget
- Technical Objectives Met

INSTALLATION

- Business Objectives Met
- People Objectives Met

IMPLEMENTATION

● "Go Live" Does Not Guarantee Adoption



FORCED RANKING

*Think of a specific implementation project in which you have a strong vested interest. Then force rank **(1-5)** the following metrics as to their importance to project success:*

- _____ On Time
- _____ On Budget
- _____ Technical Objectives Met
- _____ Business Objectives Met
- _____ People Objectives Met

Step 1
VALIDATE
the Journey



“Let us have integrity and not write checks with our tongues which our conduct cannot cash.”

– John Adams



1	Validate the Journey	• B.C./PCC • Set SMART Goals • Answer W, W, WI Questions •
2	Scan for Speed Bumps	• Identify and Manage Resistance • Gather Pertinent Data •
3	Chart the Course	• Present–Neutral Zone–Future • Use Multiple Influence Levers •
4	Build a Coalition	• Manage CAST • Contract, Re-contract with Sponsors •
5	Ford the Streams	• Reach Explicit Agreement on Values • Focus on Behaviors •
6	Stay on Message	• Manage the Meaning • Communicate, Train/Coach, Reinforce •
7	Mind the Gap	• Monitor, Adjust, Hold Accountable •





VALIDATE THE JOURNEY CASE

Instructions: *Read this case study carefully. Then answer the three questions on the following page.*

Paul is the CEO of a major grocery store chain. His company is introducing new software to track inventory in the stores. The new software is reportedly less user-friendly than the old software, but would save the company millions because it more accurately tracks items stocked on shelves and then purchased by the customer. The old software had been used by the company for the last ten years and employees were very familiar with it.

Before making the change, Paul spoke at a corporate retreat to each of the general managers to see how they felt about the change. He encouraged them to adopt the new technology in their stores as soon as possible. The thought of greater efficiency rang true with the general managers, so they decided to implement the new inventory program during the next quarter.

During the month before installation, the corporate office sent trainers to each store to teach employees how to use the software. During training, employees complained about how “unintuitive” the program was. They said that although it might be more accurate, it processed slower and users had to take more time to be sure they were using the program correctly.

Store managers reported the problems to Paul. But he was assured by the software vendor that everything would be okay after the initial “break-in period.” Over the next six months, although familiar with the new program, employees complained more and more about the change. Meanwhile,



checkout lines at the stores continued to bog down, frustrating employees as well as customers. The new program did not seem to be creating the improved productivity it promised.

Step 1
VALIDATE
the Journey



1. How could the store employees' **WIIFM** issues been dealt with better?
2. What unique needs of different stakeholders should have been considered?
3. What are some of the **What, Why, and What If** questions that should have been addressed better before the implementation?





VALIDATE THE JOURNEY

Protocol Checklist

Instructions: Read each statement and decide how accurately it describes your organization's adherence to the **Validate the Journey** principles described in this chapter:

- (0 points) We never or rarely do this
- (1 point) We sometimes do this
- (2 points) We regularly do this
- (3 points) We always or almost always do this

Place the **point value** of your response choice beside each statement.

- _____ 1. We ensure that our messages about the intended change explicitly address the WIIFM (What's In It For Me?) questions that most people ask.
- _____ 2. We consider the unique needs of each member of the CAST of Characters (Champions, Agents, Sponsors, Targets) in making a case for change.
- _____ 3. We pay special attention to the context of the change, making sure that we consider the frame of reference of each stakeholder group.
- _____ 4. We position the change by using SMART goals to help clarify what the change will mean for the organization's new Future.
- _____ 5. We talk about the change in simple terms to help answer the What, Why, and What If questions that many people likely have about the change.

_____ **Total Number of Points**



Interpreting Your Scores

- 0-5:** You may be trying to practice change-by-announcement, change-by-slogan, or change-by-executive-decree. To engage the heads, hearts, and hopes of the people you wish to influence, you need to make a strong psychological case for action, not simply a business case for action.
- 6-10:** Your organization is doing a lot of things right, but there's still a lot of room for improvement in terms of connecting with the people whose support you need. Are you conducting active dialogue with your people? Are you genuinely listening to their concerns? Are you accommodating their needs and concerns as you tweak your change plans? Do your people express explicit appreciation for the way you're engaging them? If your response is "no" to any of these questions, that's a clue to what your next steps should be.
- 11-15:** Excellent. You're clearly on the right track as you Validate the Journey. Identify the things you're doing right, and do them some more. Identify the things that could help make both a business case and a strong psychological case for your change, and make sure they are included in your ongoing change efforts. This up-front work pays huge dividends.





SCAN FOR SPEED BUMPS

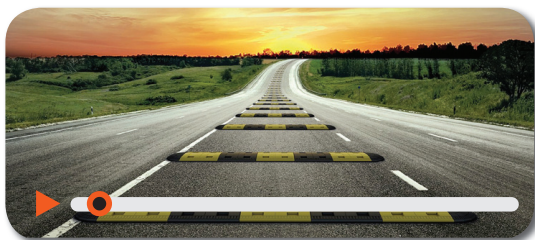
If true engagement is what you're after, you must help people embrace change because they see the light, not because they feel the heat.

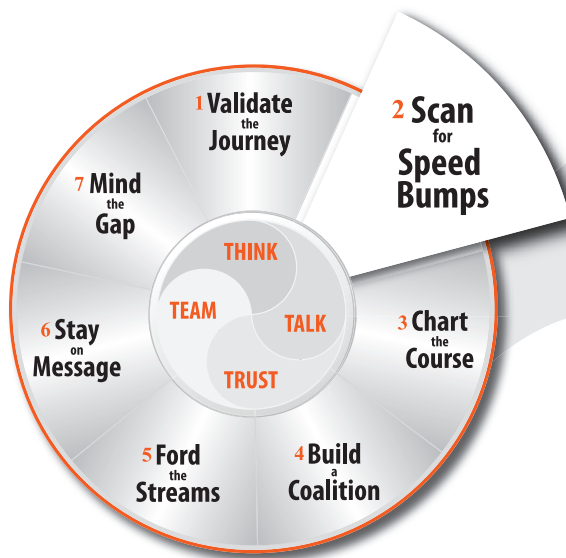


TUTORIAL

Key Points:

- Perspective on Resistance
- Managing Resistance Effectively
- Working with Early Warning Signs





● **PRINCIPLE:**

Resistance is not necessarily a sign of disloyalty or of “not being a team player.” Resistance can actually be a gift.

● **TASK:**

Identify and manage resistance to your change effort. Use a range of tools to gather pertinent, reliable data.

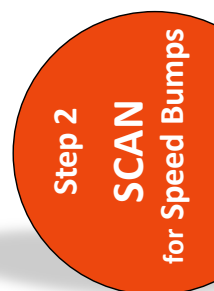
Step 2
SCAN
for Speed Bumps

NOTES



Jot down some of your key take-aways from the **Scan for Speed Bumps** tutorial.

Perspective on Resistance:



Conversations:

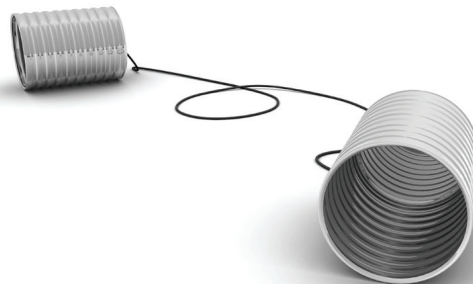
One-One Interviews:

Focus Group Interviews:



Surveys:

360-degree Feedback:



KEY POINTS ON MANAGING RESISTANCE

- Resistance is predictable and must be managed
- Without End User acceptance, any process improvement is doomed to failure
- Some of the reasons people may resist change:
 - belief that the change initiative is a temporary fad
 - belief that fellow employees or managers are incompetent
 - loss of authority or control
 - loss of status or social standing
 - lack of faith in their ability to learn new skills
 - feeling of change overload (too much too soon)
 - lack of trust in or dislike of managers
 - loss of job security
 - loss of family or personal time
 - feeling that the organization is not entitled to the extra effort
 - fear (of failure, of personal incompetence)
- Key factors – awareness, willingness, ability, disruption, trust, motivation





SCAN FOR SPEED BUMPS ACTIVITY

Challenges during the change process occur when resistance is not identified and effectively managed.

This activity is designed to help you discover the dangers of misunderstanding or mishandling resistance. It will also encourage you to use a range of data-gathering tools that facilitate effective communication and coalition-building.

Instructions:

1. Consider a less-than-successful change effort in an organization where you worked.
2. Complete Section One, considering how the early warning signs of resistance to change were at play in this situation.
3. Complete Section Two, thinking about the same change effort as in Section One. Scan the change for speed bumps as a reaction to the early warning signs.
4. Discuss your results with your colleagues.

Step 2
SCAN
for Speed Bumps

SECTION ONE – Early Warning Signs of Resistance to Change

Be especially honest with yourself in answering these questions. Is it possible that you were part of the resistance issue yourself?

Confusion: In what ways did people indicate confusion about the change? What kinds of questions were they asking?

Silence: Who was silent? What do you suspect were some of their unasked questions?

Easy Agreement: Who seemed to “get on board” with the change early? What did you notice later that might indicate they were not totally committed?



Denial: What were some of the things you heard people say that indicated they simply denied the need for the change?

Malicious Compliance: Did you notice any forms of malicious compliance? What did it look like?

Sabotage: Sometimes “bureaucracy” or “culture” are used as an excuse for slow adoption of change. Did you suspect any of that was going on? What?

Diversion: What sort of “Yeah, but” behavior did you notice?



SECTION TWO – Scanning for Speed Bumps

Now think about that same change effort. How could that change effort have benefitted from more effective use of the following data-gathering tools?

Conversations:

One-on-one interviews:

Focus group discussions:



Surveys:

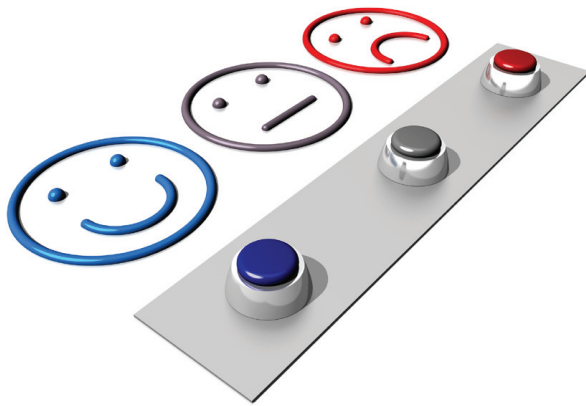
360-degree feedback:



Final Step

Now discuss your results with your colleagues.







SCAN FOR SPEED BUMPS

Protocol Checklist

Instructions: Read each statement and decide how accurately it describes your organization's adherence to the **SCAN FOR SPEED BUMPS** principles described in this chapter:

- (0 points) We never or rarely do this
- (1 point) We sometimes do this
- (2 points) We regularly do this
- (3 points) We always or almost always do this

Place the **point value** of your response choice beside each statement.

- _____ 1. Our organization treats resistance to change as an opportunity to learn, discover, and clarify rather than as “bad behavior” to be corrected.
- _____ 2. To help us Scan for Speed Bumps, we use one-on-one interviews with a broad cross-section of our people.
- _____ 3. To help us Scan for Speed Bumps, we conduct focus group interviews with people who are most likely to offer their candid, unvarnished opinions.
- _____ 4. To help us Scan for Speed Bumps, we carefully examine our people's underlying assumptions, not just their attitudes and observable behaviors.
- _____ 5. To help us Scan for Speed Bumps, we use a 360-degree feedback instrument that's specifically tailored to the issues most pertinent to our organization's change effort.

_____ **Total Number of Points**



Interpreting Your Scores

- 0-5:** You're running the risk of coming across as not caring about the concerns people may have about your change effort. Moreover, you may be mistaking silence for agreement. Be careful not to make assumptions about how your change plans are being perceived by the people you want to influence. To do so can spell big trouble.
- 6-10:** Your organization is apparently doing some diagnostic work with your target audience. Be sure that the diagnostics are strategic and integrated – that they're all part of a carefully crafted change plan and that the tools you're using (interviews, focus groups, surveys, etc.) are coordinated and mutually-reinforcing. And remember that diagnostics should not be limited to a single iteration. Not all speed bumps (points of resistance) are immediately apparent.
- 11-15:** Excellent. Your organization is listening to the people who can make or break the success of your change initiative. Strengthen your Scan for Speed Bumps efforts by employing a range of listening tools. Respond explicitly to people's concerns and solicit their ideas on how to improve your change plan. With appropriate treatment, some of the most vocal naysayers can become some of your strongest advocates.



3 CHART THE COURSE

Good plans shape good decisions. Good decisions produce good results. That's why good planning helps make elusive dreams come true.

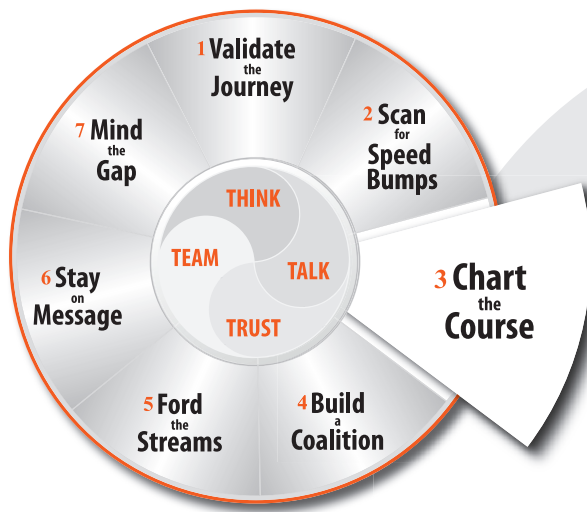


TUTORIAL

Key Points:

- Navigate the Present-Neutral Zone-Future
- Translate Planning into Implementation
- Use Multiple Spheres of Influence





● **PRINCIPLE:**

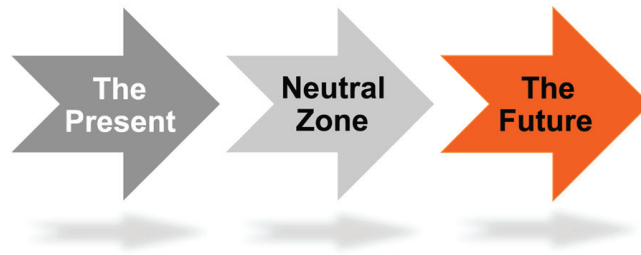
Sustainable change requires the systematic creation and reinforcement of behavioral norms based on commitment as well as compliance.

● **TASK:**

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.

Step 3
CHART
the Course

TRANSITIONS IN CHANGE AND IMPLEMENTATION



Asking and answering exploratory questions can help you determine the course that's most likely to produce the change you want.

The Present

- Why do people want to stay in the Present? What's so appealing?
- What rewards (formal and/or informal) does the Present offer?
- What logical things keep people in the Present?
- What illogical things keep people in the Present?
- What is it about the Present that still works okay?
- What is it about the Present that doesn't work so well anymore?
- What's likely to happen if we stay in the Present?

Step 3
CHART
the Course

The Neutral Zone

- How might the change produce insecurity? What's uncomfortable?
- How might the change produce a sense of loss?
- How might the change consume time, money, and other resources?
- How might the change produce exhilaration?
- How could the Neutral Zone be made less scary and more appealing?

The Future

- What could influence people to resist the Future?
- What could influence people to desire and even advocate the Future?
- How can you make the Future more attractive than the status quo?
- How can you best position the Future with your CAST of Characters – Champions, Agents, Sponsors, and Targets?



TRANSLATE PLANNING INTO IMPLEMENTATION (OPTIONS)

Conversion by Increment:

Staggered Deployment:

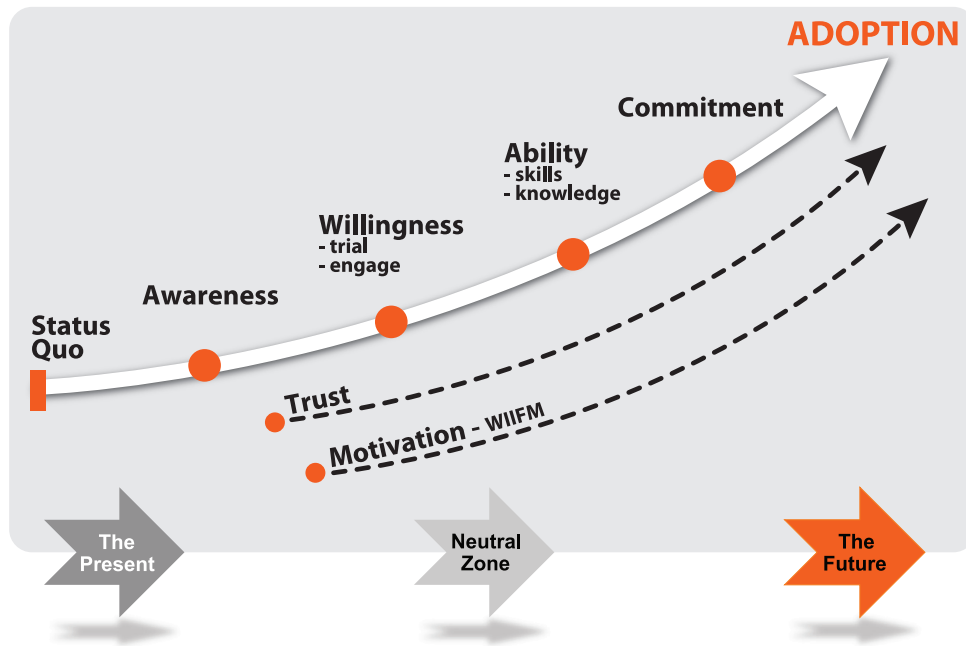
Focus on Behavior:



Copy Cat by Design:

Make an Example:





To stimulate your understanding of and attention to the **Steps to Adoption**, consider questions like these:

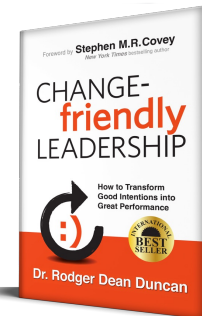
- Regarding your change effort, what's the risk of the status quo?
- What has raised awareness of the need for change?
- What can influence people to be willing to engage with the change?
- What new or improved abilities can help
- What would genuine "commitment" to this change look like in actual practice?





MULTIPLE INFLUENCE OPTIONS

How many times have you seen someone who's reluctant to complete a task and you chalked it up to "an attitude problem" or some other personality issue? While it's possible that person did indeed need an attitude adjustment, it's also possible that he simply didn't know "how" to complete the task.



Change agents often assume that resisters either have bad attitudes or need to be motivated. While that may be true, it's often also true that the resisters need training or coaching or some other form of help in actually "doing" what they're asked to do.

This **Want To/Can Do Model** illustrated here can help you remember and use your multiple options for exerting influence.



1. Link to Passions (Individual Want To):

2. Shrink the Know/Do Gap (Individual Can Do):

3. Enlist Social Support (Community Want To):



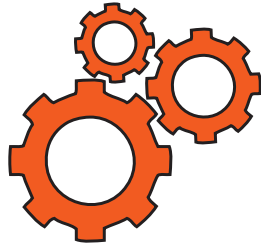
4. Work in Concert (Community Can Do):

5. Focus on Behaviors (Environment Want To):

6. Make it Easy (Environment Can Do):







HOW CAN **YOU** USE MULTIPLE INFLUENCE OPTIONS?

The chances of success for your change effort improve dramatically as you use multiple approaches to influencing your **CAST**. In fact, studies indicate that if you use up to six influence approaches (as shown in the **Want To/Can Do Model**) your change effort is up to *ten times* more likely to succeed.

In this exercise you will practice using the influence options you're learning about in this lesson.

Instructions:

Think of a specific change effort. It can be one you worked on in the past, one you are currently working on, or a change effort you expect to be involved with in the near future.

Brainstorm how to use influence options as directed on the following pages.



STEP 1:

Working with the change effort you identified on the previous page, generate a plan for using influence options **1** and **2 (Individual)** from the **Want To/Can Do Model**. On the following pages in your Participant Guide, capture the details of exactly how those influence options could be used to advantage in your change effort. Be specific.

STEP 2:

Working with the change effort you identified on the previous page, generate a plan for using influence options **3** and **4 (Community)** from the **Want To/Can Do Model**. On the following pages in your Participant Guide, capture the details of exactly how those influence options could be used to advantage in your change effort. Be specific.

STEP 3:

Working with the change effort you identified on the previous page, generate a plan for using influence options **5** and **6 (Environment)** from the **Want To/Can Do Model**. On the following pages in your Participant Guide, capture the details of exactly how those influence options could be used to advantage in your change effort. Be specific.

STEP 4:

Initiate a conversation with a colleague in your organization. Explain in very specific terms exactly how you can use these influence options with your Sponsor(s) and Target(s) or End User(s). Solicit feedback.













CHART THE COURSE

Protocol Checklist

Instructions: Read each statement and decide how accurately it describes your organization's adherence to the **Chart the Course** principles described in this chapter:

- (0 points) We never or rarely do this
- (1 point) We sometimes do this
- (2 points) We regularly do this
- (3 points) We always or almost always do this

Place the **point value** of your response choice beside each statement.

- _____ 1. We honestly ask a series of exploratory questions about the Present, the Neutral Zone and the Future.
- _____ 2. As planning morphs into implementation, we consider a number of options before deciding on a specific plan.
- _____ 3. In deciding on our approach to change, we consider ability issues as well as motivational issues.
- _____ 4. In our Change Agent role, we use four or more levers of influence.
- _____ 5. We frequently revisit our change approach decision to ensure that the implementation is having its intended effects.
- _____ **Total Number of Points**



Interpreting Your Scores

- 0-5:** Your change approach is likely perceived as disorganized and haphazard, earning little confidence from the people you want to influence. At this point, disengagement (or outright resistance) is your biggest roadblock. Unless and until you adopt a more thoughtful approach to planning and implementation, your change efforts will be on the path to failure.
- 6-10:** You are somewhat effective in charting the course for your intended changes. At the same time, you're probably missing some important opportunities to engage people's heads, hearts, and hopes. People are most likely to become—and stay—engaged when they believe the change approach is tailored to their own best interests. Remember the WIIFM (What's In It For Me?) principle.
- 11-15:** You're **CHANGE-friendly** rock stars! Your orientation to change is no doubt perceived as thoughtful and respectful. As you continue to be strategic in considering the needs of your change targets, you'll be rewarded by a level of engagement that will keep your efforts on track for success.



4

BUILD A COALITION

Trying to create change with only limited engagement of the stakeholders is as foolhardy as a one-man band trying to imitate an orchestra.



TUTORIAL

Key Points:

- Map the Organization
- Avoid the Black Hole
- Contract with Sponsors





● PRINCIPLE:

Educated and engaged sponsorship is critical to ensure that desired behavior changes cascade throughout all impacted parts of the organization.

● TASK:

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.

Step 4
BUILD
a Coalition

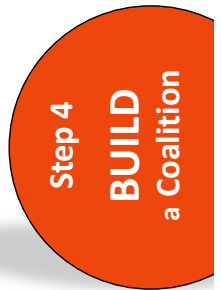
Barriers to Effectiveness

- Sponsors unaware of their role
- Sponsors resistant to their role
- Sponsors don't know "how"
- Reinforcements lacking
- Sponsors distracted by competing priorities



In evaluating your plans to establish strong sponsorship for your change initiative and to avoid or overcome the common barriers listed above, ask yourself these questions:

- "What would you expect to see when Sponsors are unaware of their role? How would that lack of awareness affect the implementation effort? What would likely be the ripple effect?"
- "What would you expect to see when Sponsors are resistant to their role? How could that resistance affect others in the organization?"
- "What if Sponsors willingly accept their role but don't really understand 'how' to provide the needed deliverables? What impact would that lack of know-how likely have on the implementation?"
- "What if Sponsors fail to provide continuous reinforcement for the implementation in the form of encouragement, repetition of key messages, resources, and modeling? How would that failure likely affect others in the organization?"
- "What result would you expect if Sponsors are constantly distracted by competing priorities? What message would this likely send to others in the organization? What impact would it likely have on the success of the implementation?"

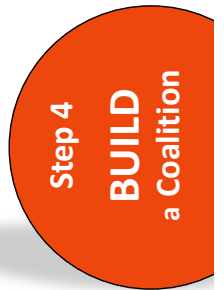


NOTES



Jot down some of your key take-aways from the **Build a Coalition** tutorial.

Step 4
BUILD
a Coalition



IMPLEMENTATION ROLES

Sponsors

- Are aware of their role
- Demonstrate ownership for the change
- Demonstrate power to commit resources
- Authorize funding for the change
- Control ultimate power to stop, revise, or influence

Change Agents

- Are aware of their role
- Are educated and deliver on their role
- Are held accountable for implementation success
- Integrate across functional lines
- Assist other Change Agents

Targets (End Users)

- Should be acknowledged
- Are those impacted most by the change
- Build Commitment & Adoption—behavior change

Step 4
BUILD
a Coalition

HOW IS IT WORKING FOR YOU?

Sponsors

- Are aware of their role
- Demonstrate ownership for the change
- Demonstrate power to commit resources
- Authorize funding for the change
- Control ultimate power to stop, revise, or influence

1. Focus on a specific implementation effort in your organization.

For the Sponsor role, pick one item (bullet point) that seems to be going well.

Write a paragraph to describe in specific terms what is going well and what impact you believe it has on the implementation effort.

2. Focusing on that same implementation effort – for the Sponsor role, pick one item (bullet point) that needs improvement

Write a paragraph to describe in specific terms what needs improvement and what you think you can do to help.

Step 4
BUILD
a Coalition

Change Agents

- Are aware of their role
- Are educated and deliver on their role
- Are held accountable for implementation success
- Integrate across functional lines
- Assist other Change Agents

3. Focusing on that same implementation effort – for the Change Agent role, pick one item (bullet point) that seems to be going well.

Write a paragraph to describe in specific terms what is going well and what impact you believe it has on the implementation effort.

4. Focusing on that same implementation effort – for the Change Agent role, pick one item (bullet point) that needs improvement

Write a paragraph to describe in specific terms what needs improvement and what you think you can do to help.

Step 4
BUILD
a Coalition

Targets (End Users)

- Should be acknowledged
- Are those impacted most by the change
- Build Commitment & Adoption—behavior change

5. Focusing on that same implementation effort – for the Target (End User) role, pick one item (bullet point) that seems to be going well.

Write a paragraph to describe in specific terms what is going well and what impact you believe it has on the implementation effort.

6. Focusing on that same implementation effort – for the Target (End User) role, pick one item (bullet point) that needs improvement

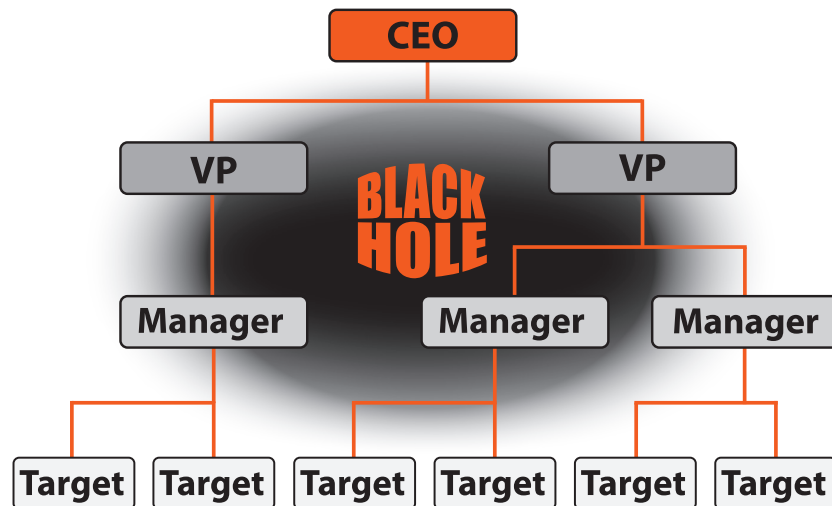
Write a paragraph to describe in specific terms what needs improvement and what you think you can do to help.

Step 4
BUILD
a Coalition

TYPICAL EXECUTION APPROACH

The Black Hole occurs when reinforcement and accountability are weak. When this occurs, implementation stalls, or simply fails to achieve its intended return on investment.

Implementation will stall, or simply fail to achieve ROI.

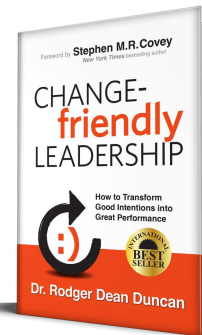


1. What has been your own experience with this kind of Black Hole?
2. What is the cost of a Black Hole when you're working on an important implementation?
3. What are some early warning signs of a Black Hole?

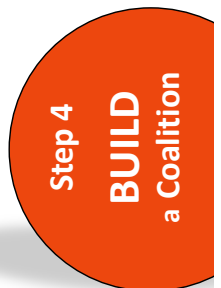
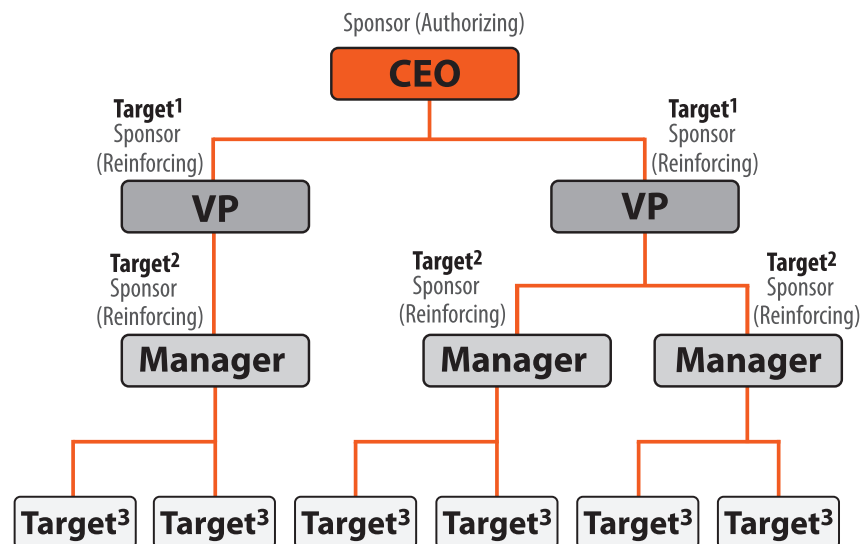
Step 4
BUILD
a Coalition

THE PATH TO SUCCESS

The graphic shown here illustrates how an effective coalition of players can help implement change in a corporate environment (hence, the corporate titles). Notice that the **Authorizing Sponsor** avoids the mistake of skipping directly to the people at the lower level of the organization chart. To ensure clear communication along the way and to improve the likelihood of stakeholder engagement, the Authorizing Sponsor (likely with the help of Champions and Agents) builds a network of **Reinforcing Sponsors**. This cascading sponsorship is an important key to any successful change effort. It's so critical, in fact, that its absence virtually guarantees failure.



Rodger Dean Duncan
CHANGE-friendly LEADERSHIP
p. 231





CREATE YOUR OWN IMPLEMENTATION ROLE MAP

As with many things, a concept is often easier to understand when it's represented visually.

That's certainly the case with creating a role map for a change implementation.

For this activity, many people like to use a flip chart or a large white board.

Instructions:

Select a specific implementation challenge in your organization
(a major project, rollout, etc.) whose success is critical.

Produce an implementation role map. Indicate specific roles with names of specific people.

Key – First build the organization chart, then add the labels:

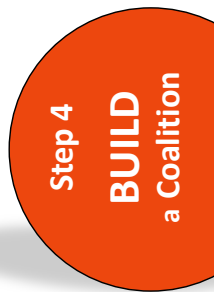
- **SA** (Authorizing Sponsor)
- **SR** (Reinforcing Sponsor)
- **Agent**
- **T** or **EU** (Target or End User)

Review your learnings.

- What did you discover as you produced the role map?
- Were there any potential black holes (communication dead zones)?
- How can you use this type of implementation role map in your planning and execution?

2. What can you do to increase the likelihood that your implementation will get strong and effective sponsorship?

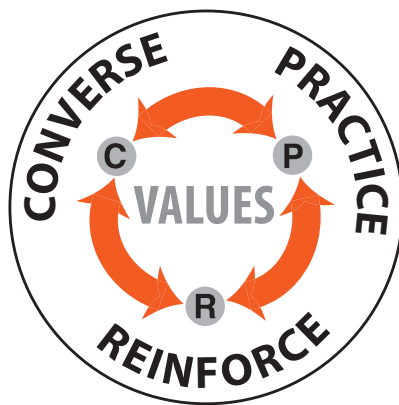
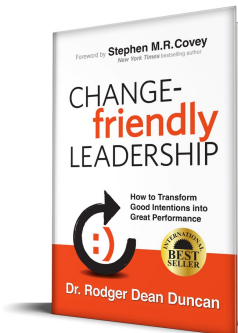




CPR: BREATHING LIFE INTO YOUR CHANGE INITIATIVE

For lifeguards and other rescue personnel, “CPR” stands for *Cardio-Pulmonary Resuscitation*, a method for breathing life into a suffocating person.

*In this instance, CPR stands for **Converse**, **Practice** and **Reinforce**—a way to breathe life and vitality into change implementation.*



*In a typical change initiative, Sponsors are pretty good at the **Converse** part. If you're a Sponsor, you can probably rattle off a list of values or valued behaviors you claim to embrace. Things like Accountability, Innovation, Integrity, Quality, Respect, Teamwork. You can probably talk a good game in describing the virtues of the future state you envision.*

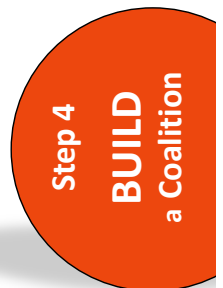
*The **Practice** part is a bit more challenging. This involves actually doing something about what you say you value. A critical part of effective sponsorship (and trustworthy leadership) is the degree to which what you profess and what you practice are in alignment. (If they're not, you can be sure people will notice. And the change initiative you claim to promote will have slim chance for success.)*

*The **Reinforce** part requires even more effort. Reinforcement involves specific and deliberate application of affirmation, encouragement and “rewards” for positive behavior. It also involves specific, deliberate and friendly correction of negative behaviors.*

The Sponsor(s) CPR efforts have an enormous impact on implementation success.



Rodger Dean Duncan
CHANGE-friendly LEADERSHIP
adapted from p. 47-48





SPONSOR BEHAVIOR INVENTORY

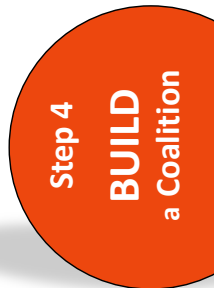
The explicit behaviors indicated in the CPR Model are critical to Sponsor effectiveness. This brief exercise will help you assess the extent to which your Sponsor is effectively promoting your implementation effort.

INSTRUCTIONS: Rate each statement below according to the following scale:

1. Strongly Disagree
2. Disagree
3. Neither Agree nor Disagree
4. Agree
5. Strongly Agree

Converse

- _____ 1. The sponsor has publicly and positively talked with direct reports about the importance of implementing this initiative and all it entails.
- _____ 2. The sponsor has publicly communicated the specific Business Case statement for this initiative with a description of the future state.
- _____ 3. The sponsor has publicly communicated how the initiative will benefit the organization as a whole.
- _____ 4. The sponsor has clearly communicated how the objectives for this initiative will impact each group in the organization.
- _____ 5. The sponsor has publicly communicated to the organization the negative consequences of failing to implement this initiative.
- _____ 6. The sponsor communicates in a manner that emphasizes openness to feedback.
- _____ **Total Number of Points for Converse**



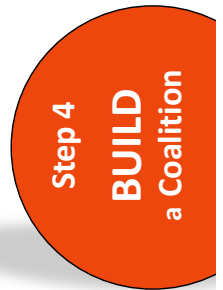
INSTRUCTIONS: Rate each statement below according to the following scale:

1. Strongly Disagree
2. Disagree
3. Neither Agree nor Disagree
4. Agree
5. Strongly Agree

Practice

- _____ 1. The sponsor has publicly demonstrated (practiced) a clear understanding of how this initiative will affect those most impacted by its implementation.
- _____ 2. The sponsor has demonstrated clear commitment to this initiative by personally practicing the behaviors that help ensure its success.
- _____ 3. The sponsor has provided (or allowed access to) the necessary training to ensure that those directly impacted by this initiative can enhance their ability to succeed in the future state.
- _____ 4. The sponsor has prioritized resources to emphasize the importance of this initiative.
- _____ 5. The sponsor has prioritized activities (discontinued certain things) to emphasize the importance of this initiative.
- _____ 6. The sponsor has demonstrated willingness to do whatever is necessary to ensure this initiative is fully implemented successfully.

_____ **Total Number of Points for Practice**



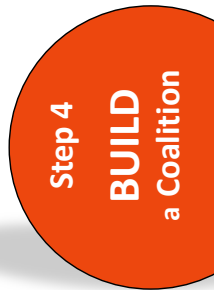
INSTRUCTIONS: Rate each statement below according to the following scale:

1. Strongly Disagree
2. Disagree
3. Neither Agree nor Disagree
4. Agree
5. Strongly Agree

Reinforce

- _____ 1. The sponsor has provided the necessary resources to implement this initiative.
- _____ 2. The sponsor has provided the incentives necessary to accelerate adoption of new behaviors.
- _____ 3. The sponsor has installed the necessary monitoring and reporting processes to track progress and identify where the initiative's implementation may be lagging.
- _____ 4. The sponsor has included in the performance management system/process specific goals that are directly related to the implementation of this process.
- _____ 5. The sponsor has made old, undesirable behaviors more difficult.
- _____ 6. The sponsor has made positive and negative reinforcement certain and immediate following observed behaviors.

_____ **Total Number of Points for Reinforce**





SCORING

Do the math as indicated below:

Section 1 Total _____ x 1 = _____
(Converse)

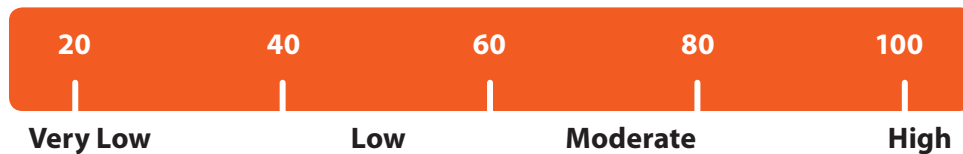
Section 2 Total _____ x 2 = _____
(Practice)

Section 3 Total _____ x 3 = _____
(Reinforce)

+

Grand Total _____ ÷ 1.8 = _____

Sponsor
Behavior
Inventory
Score



Step 4
BUILD
a Coalition



IS THE KEY TO EFFECTIVE SPONSORSHIP

Step 4
BUILD
a Coalition



BUILD A COALITION

Protocol Checklist

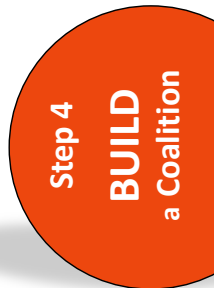
Instructions: Read each statement and decide how accurately it describes your organization's adherence to the **Build a Coalition** principles described in this chapter:

- (0 points) We never or rarely do this
- (1 point) We sometimes do this
- (2 points) We regularly do this
- (3 points) We always or almost always do this

Place the **point value** of your response choice beside each statement.

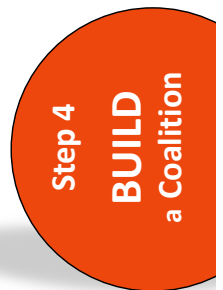
- _____ 1. We honestly consider the needs of all the CAST of Characters (Champions, Agents, Sponsors, Targets) at every stage of our change work.
- _____ 2. Rather than merely solicit support and hope for the best, we specifically *contract* with the Sponsors of the change we're promoting.
- _____ 3. In deciding on our approach to change, we consider ability issues as well as motivational issues.
- _____ 4. We use cascading sponsorship to help ensure our change work doesn't vanish in a bureaucratic "black hole."
- _____ 5. In conversations and other communication, we frequently follow through with our Sponsors to make sure the support they're providing is consistent with what they agreed to do.

_____ **Total Number of Points**



Interpreting Your Scores

- 0-5:** Your change approach is likely having little real effect in your organization. Without the active, coordinated support of a coalition of people, you cannot expect your efforts to produce the result you want. An active CAST of Characters can help you spot resistance and work to turn it into engagement.
- 6-10:** You're on the right track to building a coalition. But unless you are mindfully tending to the needs of all of your CAST of Characters, you're probably missing some important opportunities to engage people's heads, hearts, and hopes. Again, remember the WIIFM (What's In It For Me?) principle.
- 11-15:** You clearly "get it" when it comes to appropriate involvement of Champions, Agents, Sponsors, and Targets. By contracting with your Sponsors, you're exponentially increasing the likelihood that your change will succeed. Now, to help make the change sustainable, ensure that your Sponsors understand that they need to continue with the CPR.





FORD THE STREAMS

Carefully navigate the currents of organizational culture. When the currents aren't going your way, Ford the Streams.

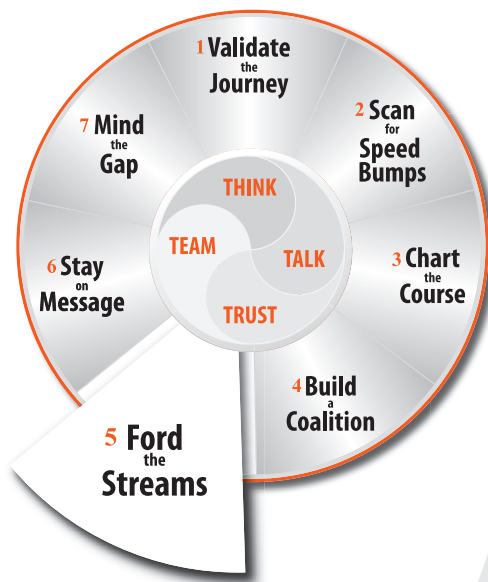


TUTORIAL

Key Points:

- Focus on Behaviors
- Tend to the Subcultures
- Reach Explicit Agreement on Values





● PRINCIPLE:

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.

● TASK:

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.

Step 5
FORD
the Streams

NOTES



Jot down some of your key take-aways from the **Ford the Streams** tutorial.

Step 5

FORD
the Streams





VALUES, BEHAVIORS, UNWRITTEN RULES

List five examples of **Values** that are professed in your organization.

1.

2.

3.

4.

5.

List five **Behaviors** that you frequently see in your organization.

1.

2.

3.

4.

5.

Step 5

FORD
the Streams

List five **Unwritten Rules** that seem to be followed in your organization.

1.

2.

3.

4.

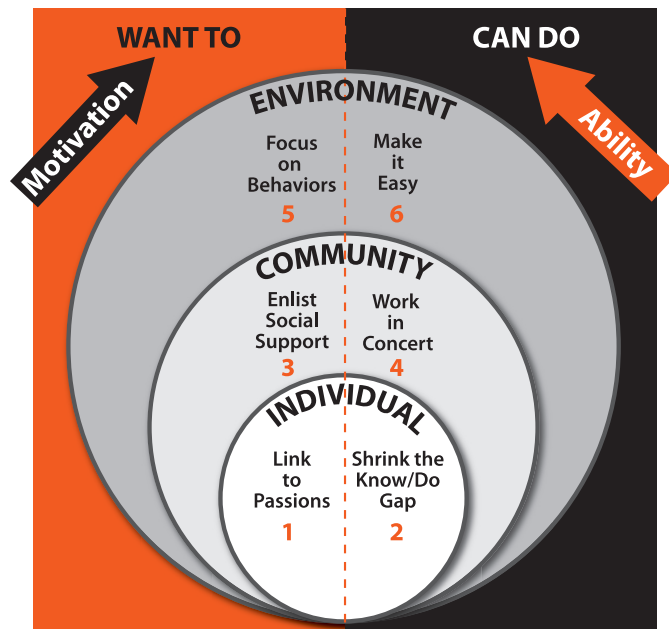
5.

Which of these **Values, Behaviors,** and **Unwritten Rules** seem to enhance implementation success in your organization?



Which of these **Values, Behaviors,** and **Unwritten Rules** seem to impair or threaten implementation success in your organization?





MULTIPLE INFLUENCE OPTIONS

Thinking of the Targets or End Users in your implementation, articulate in specific terms how you would use the six influence options available to you:

(1) Link to Passions



(2) Shrink the Know/Do Gap

(3) Enlist Social Support



(4) Work in Concert

(5) Focus on Behaviors



(6) Make it Easy

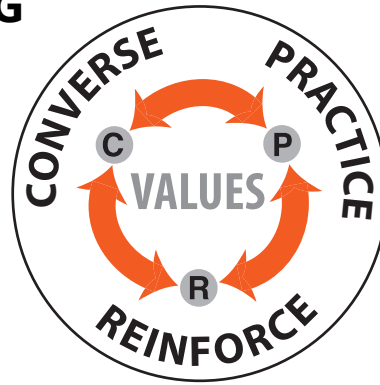


SPONSOR CONTRACTING

As discussed earlier, effective sponsorship is absolutely imperative if you expect your implementation effort to succeed. And a key to effective sponsorship is good contracting.

In the context of untamed elephants, trust issues, team issues, and influence issues that could make or break your implementation, consider how you will contract with your primary Sponsor. (Remember **SMART** Goals.)

- (1) What specific message points will you ask the Sponsor to convey regarding the Business Case for change?



Step 5

FORD
the Streams

(2) What specific commitments will you get from your Sponsor regarding his/her personal practice (modeling) of expected behaviors?



- (3) What specific commitments will you get from your Sponsor about ensuring the availability of necessary resources (time, budget, access, etc.) and reinforcing behaviors necessary for implementation success?





FORD THE STREAMS

Protocol Checklist

Instructions: Read each statement and decide how accurately it describes your organization's adherence to the **Ford the Streams** principles described in this chapter:

- (0 points) We never or rarely do this
- (1 point) We sometimes do this
- (2 points) We regularly do this
- (3 points) We always or almost always do this

Place the **point value** of your response choice beside each statement.

- _____ 1. We use a specific set of metrics to help us understand the effects of culture in our organization.
- _____ 2. We work hard to help our leaders understand the frames of reference of people 'in the trenches' in our organization.
- _____ 3. We appreciate the differences in our organization's subcultures.
- _____ 4. We draw on the strengths of our subcultures rather than try to get everyone to see things in exactly the same way.
- _____ 5. Our day-to-day behaviors align very closely with the values we profess to embrace.
- _____ **Total Number of Points**



Interpreting Your Scores

- 0-5:** You may be falling into the trap of regarding your organization's culture as one big cohesive collection of people. That's seldom the reality. Most organizational cultures consist of multiple, overlapping subcultures. People may generally agree on a set of stated values (integrity, open communication, safety, quality, etc.), but they often have different assumptions about how those values are operationalized in observable behaviors.
- 6-10:** Your organization is doing some good things in tending to the "culture issue." But there's still room for improvement. Make sure you're using tried-and-true tools for measuring the impact of culture. Make sure you're using clear and meaningful definitions of the values being touted as important. Make sure people at every level are being held accountable for "living" those values in ways that help produce desired outcomes.
- 11-15:** Cultural factors, and their impact on performance, are clearly emphasized in your organization. Be sure to measure "the culture stuff" on a regular basis. Culture can be very elastic. A change in leadership, for example, can influence people to behave in different ways. Be very clear about the behaviors that produce the results you want, then reinforce those behaviors at every opportunity.

Step 5

FORD
the Streams



STAY ON MESSAGE

It's not what you claim to believe that's most important—but what you model, encourage, reward, and allow to happen.



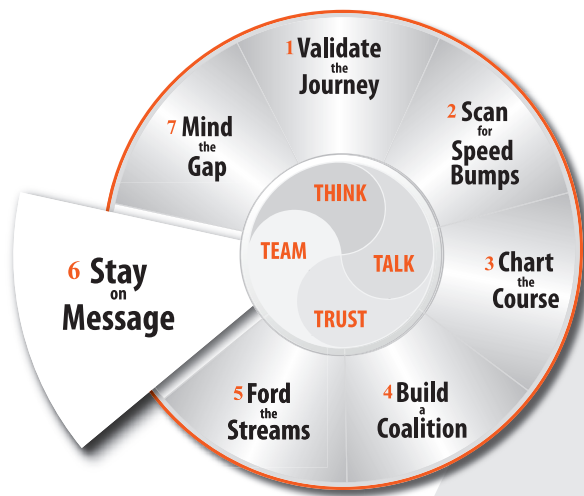
TUTORIAL

Key Points:

- Avoid the Assumption Trap
- Employ an Integrated Systems Approach:
 - > Communication System
 - > Learning System
 - > Reinforcement System



Step 6
STAY
on Message



● **PRINCIPLE:**

Behavior change occurs fastest—and is most sustainable—when people are properly engaged with messaging that is both clear and appropriately backed up.

● **TASK:**

“Manage the meaning” of your implementation through strategic use of Communication, Learning, and Reinforcement Systems.



NOTES



Jot down some of your key take-aways from the **Stay on Message** tutorial.

Step 6
STAY
on Message




BARRIERS TO REINFORCING DESIRED BEHAVIORS

- Reinforcement management is misunderstood and/or not utilized
- Leaders are not skilled in reinforcement management
- Rewards are not meaningful in End User's Frame of Reference
- Unwillingness to apply negative consequences for undesired behavior
- Application of reinforcement is not immediate and certain

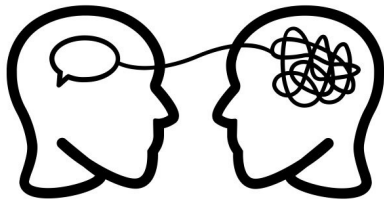


Step 6
STAY
on Message



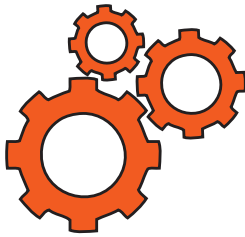
	BEHAVIOR CHANGE	
	UNDESIRABLE BEHAVIOR	DESIRABLE BEHAVIOR
REWARD	Remove	Create and apply
NEGATIVE CONSEQUENCES	Apply with gradual increase	Ensure there are none
EFFORT	Increase	Decrease





3 SINS OF (MIS)COMMUNICATION

1. Overuse of one communication vehicle.
2. Failure to communicate in the FOR of the Target audience (End Users).
3. Failure to use feedback loops.



Avoiding the 3 Sins

List **two** specific actions to combat each of the **3** sins.

1. Overuse of one communication vehicle.

a.

b.

Step 6
STAY
on Message

2. Failure to communicate in Targets' FOR.

a.

b.

3. Failure to use feedback loops.

a.

b.





STAY ON MESSAGE WITH YOUR IMPLEMENTATION

Instructions:

Part A

1. Brainstorm to list several change or implementation initiatives facing your organization in the next year or so. These can include such things as introduction of a new process, rollout of a training program, replacement of an important piece of equipment, preparation for a site visit by regulators or other stakeholders, etc.

In addition, list some change or implementation initiatives that may not be on the schedule but perhaps should be.



2. From your list, select one change or implementation Initiative and use it for this exercise.

Part B

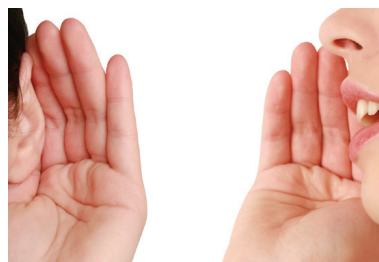
Develop the beginning frameworks of your **Communication System**, **Learning System**, and **Reinforcement System**. (This will not be all the **Stay on Message** work you'll need to do with your change or implementation effort, but it will be an excellent start.)

After discussing each item with your teammates, capture on these pages the responses that will help you later with your real implementation challenge.

Step 6
STAY
on Message

Communication System:

1. In 20 words or fewer, what's the essence of the core message you need to convey regarding your proposed change or implementation?
2. Who (by name) are the most credible people to communicate the core message? (Be sure to remember what you learned regarding the Implementation Role Map.)



3. What media are most appropriate to use? (Face-to-face communication is ideal, but not always possible.)

4. After the core message is developed and delivered . . .
 - What supporting messages will be needed?
 - Who will deliver them?
 - On what schedule?
 - What Sponsor contracting will be required?



Learning Systems:

1. What desired “outcomes” (performance improvements, etc.) are you promoting as a reason for the change or implementation you’re advocating?



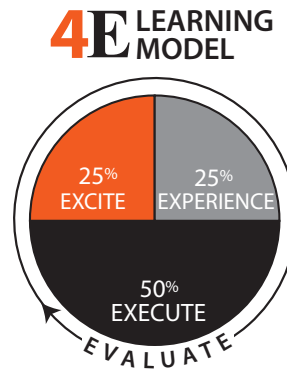
2. What specific “new” behaviors and skills will be required of people in your organization to make these desired outcomes become a reality?

3. Specifically, who will provide the training and coaching to enable people in your organization to obtain—and use—these new behaviors and skills? When? (Be sure to consider your needs for both Authorizing and Reinforcing Sponsorship.)



4. To ensure maximum effectiveness, specifically how will you incorporate the principles and practices of the **4E Learning Model**?

(See page 179 of this Guide for details on the 4E Learning Model.)



Step 6
STAY
on Message

Reinforcement System:

1. Acknowledging the principle that “every organization is perfectly aligned to get the results it’s getting,” what are **three** specific behaviors that you wish to encourage and reinforce because they are critical to the success of your change or implementation effort?

a.

b.

c.

Step 6
STAY
on Message

2. What are **three** specific behaviors that you wish to discourage and eliminate because they threaten the success of your change or implementation effort?

a.

b.

c.





3. Select **one** behavior you wish to encourage and **one** you wish to discourage, and briefly write how the **PICNIC** approach can be used to advantage. Be specific. **Who** will do it and how will this affect your Sponsor contracting?







STAY ON MESSAGE

Protocol Checklist

Instructions: Read each statement and decide how accurately it describes your organization's adherence to the **Stay on Message** principles described in this chapter:

- (0 points) We never or rarely do this
- (1 point) We sometimes do this
- (2 points) We regularly do this
- (3 points) We always or almost always do this

Place the **point value** of your response choice beside each statement.

- _____ 1. In planning and delivering our messages, we carefully consider the different communication needs of our CAST of Characters.
- _____ 2. We provide pertinent training to ensure that our people have the skills and tools to achieve the change we want.
- _____ 3. We are very explicit in communicating the behaviors that are expected and the behaviors that are unacceptable.
- _____ 4. We have clear agreement on the PICNICs we'll use to reinforce the behaviors needed to make our change successful.
- _____ 5. We're on the constant look-out for opportunities to celebrate people's successes in adopting our desired change.
- _____ **Total Number of Points**



Interpreting Your Scores

- 0-5:** Are you limiting your “messaging” to announcements and instructions? If you truly wish to *engage* people in your change effort (and engagement is really the only way to achieve sustainable change), you must address the communication needs of people in various roles.
- 6-10:** You’re doing many things right, but there’s still room for improvement. Make sure people are held appropriately accountable for embracing the “new” behaviors. Give them the support they need to make the desired changes. Acknowledge their efforts.
- 11-15:** You’re engaging your CAST of Characters. Be sure to course correct frequently as you manage your communication, learning, and reinforcement systems. Ensure that your systems are appropriately integrated.





MIND THE GAP

Never lower your expectations to meet your performance. Raise your level of performance to meet your expectations.



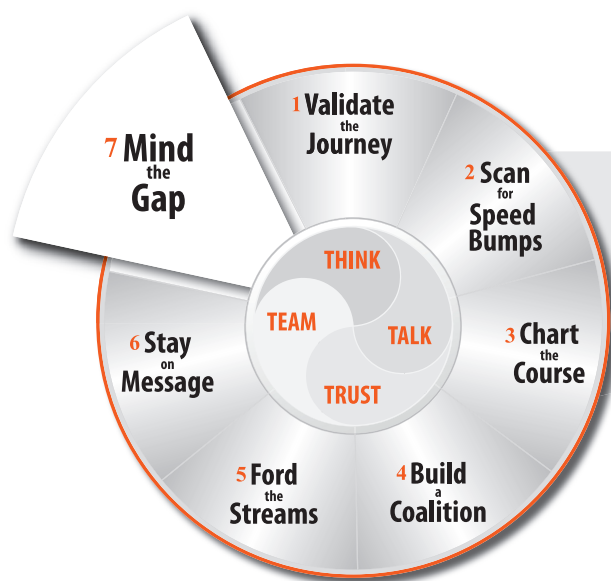
TUTORIAL

Key Points:

- Use the **CHANGE-friendly** Protocol Holistically
- Constantly Monitor Performance Gaps
- Close the Gaps



Step 7
MIND
the Gap



● **PRINCIPLE:**

It's an immutable law that words are words, explanations are explanations, and promises are promises. But only performance is reality.

● **TASK:**

Be precise about your success metrics, then use reliable tools to measure—and close—the gap between good intentions and great performance.

Step 7
MIND
the Gap

NOTES

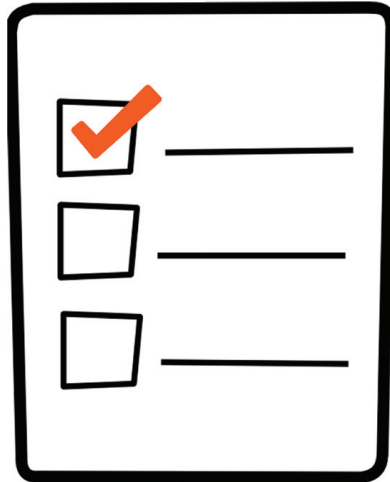


Jot down some of your key take-aways from the **Mind the Gap** tutorial.

Step 7
MIND
the Gap

Mind the Gap, Close the Gap

Effective management of change and implementation requires vigilant attention to gaps ...



- the gap between where you once were and where you currently are
- the gap between any lingering old behaviors and the desired new behaviors
- the gap between messages sent and messages received
- the gap between the skills you have and the skills you need
- the gap between your current good intentions and the great performance to which you aspire

To help ensure the success of your change and implementation, follow this tried and true checklist. **1 = rarely 2 = sometimes 3 = almost always**

On a scale of 1-3, rate your organization on the extent to which it is currently successful with each item:

- ☐ 1. Use SMART Goals in every phrase of your work. These keep you from drifting off into the never-never land of disappointment. (For a refresher on using **SMART** Goals, see "When Aspiration Meets Groundhog Day" on page 170 of this Guide.)
- ☐ 2. Use meaningful culture metrics. Administer a carefully-crafted culture assessment before you launch your initiative. This will not only help you in your **Scan for Speed Bumps** work, but it will provide some critical base data. Then, to measure progress, administer the assessment 12-15 months after you launch your initiative.
- ☐ 3. Use 360-degree performance feedback to help key individuals monitor and improve their own contributions to the change and implementation. Ensure that your Reinforcement System holds them accountable for following through on their action plans.

Step 7
MIND
the Gap

- ☐ 4. Use “systems” thinking to examine the multiplicity of causes and effects. Are some of the processes, procedures and practices in your organization producing the unintended consequence of impeding your change and implementation efforts?
(See pages 189-190 of this Guide.)
- ☐ 5. Re-examine the stories you’re telling yourself about resistance. Do you see resistance as simply the behavior of trouble-making malcontents, or do you see resistance as an opportunity to fine-tune your own thinking and activities?
- ☐ 6. Double check team charters. Your implementation no doubt depends on multiple teams in multiple configurations. Be sure the teams are operating with charters that clarify expected performance milestones and deliverables.
- ☐ 7. In all your **Validate the Journey** work, avoid “spin” and all other trust- busting behaviors. You can’t expect people to rally around the change you’re advocating if they are suspicious of your case for action. Remember: a pig with lipstick is still a pig.
- ☐ 8. Constantly work to name and tame the elephants—the “undiscussables” that people often fail to broach. And remember that your naming and taming work may never be completely done. Even elephants have the ability to multiply and replenish the earth.
- ☐ 9. Expand your use of influence options. Using multiple influence options exponentially increases the likelihood of success for your change and implementation.
- ☐ 10. Review your Implementation Role Map frequently. Update it as necessary. Make sure that no communication “black holes” are allowed to form.
- ☐ 11. Constantly monitor your cascade of Sponsors. Make sure they are keeping their commitments. Re-contract as necessary. (For a refresher on the CPR behaviors you should expect of your Sponsors, review the Sponsor Behavior Inventory on pages 122-125 of this Guide.)



- ☐ **12.** Monitor your Communication System to ensure that appropriate messaging (content, delivery, frequency, etc.) is appropriately supporting your change and implementation.
- ☐ **13.** Monitor your Learning System to ensure that people are receiving appropriate training and coaching on the behaviors and skills necessary for their success. Make sure that all planning and delivery of training adheres to the **4E Learning Model**.
- ☐ **14.** Monitor your Reinforcement System to ensure that old, unproductive behaviors and practices are replaced by new behaviors and practices that produce the results you want. Gain commitment from Sponsors and other key people to use the **PICNIC** approach to reinforcement.



Step 7
MIND
the Gap



MIND THE GAP

Protocol Checklist

Instructions: Read each statement and decide how accurately it describes your organization's adherence to the **Mind the Gap** principles described in this chapter:

- (0 points) We never or rarely do this
- (1 point) We sometimes do this
- (2 points) We regularly do this
- (3 points) We always or almost always do this

Place the **point value** of your response choice beside each statement.

- _____ 1. To determine the progress of our change effort(s), we use quantitative tools (culture surveys, 360-degree feedback, etc.) rather than rely only on anecdotal data.
- _____ 2. We stay on the look-out for systems, processes, procedures, and behaviors that get in the way of our change efforts.
- _____ 3. We hold people personally accountable for contributing (primarily through their behavior) to the change we need.
- _____ 4. When we notice a gap between desired performance and what's actually being delivered, we promptly step in to close the gap.
- _____ 5. As part of our **Mind the Gap** work, we circle back to other steps in the **CHANGE-friendly LEADERSHIP** framework to ensure appropriate integration of our efforts.

_____ **Total Number of Points**



Interpreting Your Scores

- 0-5:** Are you relying mostly on informal observation to determine progress with your change? You need reliable metrics on the performance issues that count the most.
- 6-10:** Not bad, but you can do much better. Remember that people have a tendency to treasure what you measure. Ensure that you have systems and protocols in place to quantify performance. Reduce the “wiggle room” in defining desired performance.
- 11-15:** You understand the need for constant vigilance in closing the gap between the current state and the desired future state. Keep on keeping on.



WAMM

(What About Monday Morning?)



Now that you have some great **CHANGE-friendly IMPLEMENTATION** tools, you need to translate your good intentions into great performance. On the following three pages, review the key principles and tasks you learned in the workshop. Then, on this page, capture your **Next Action Steps**. These won't be all that you'll need to do, of course, but getting started *immediately* is critical to the success of your implementation.

NEXT ACTION STEPS (Actions, Requests, Offers)		Due Date	Delegate	Done
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				

Step 7
MIND
the Gap

Things You Can Use



CHANGE-
friendly
IMPLEMENTATION

WHEN ASPIRATION MEETS GROUNDHOG DAY:

How SMART Goals Can Make All the Difference

By Rodger Dean Duncan

This article by Dr. Duncan originally appeared in *Forbes* magazine



Many moviegoers remember Phil Connors, the ill-fated weatherman (played by Bill Murray) in the classic comedy *Groundhog Day*.

Phil has a problem. He wants to move on with his life, but he wakes up to discover he is reliving February 2. Over and over and over again. Every day plays out exactly as it did before. Nothing changes. Phil is trapped in a time loop.

When *Groundhog Days* rolls around, a lot of people feel like Phil Connors. With every good

intention they established goals for the new year. They recorded them in their planners or on their smart phones. Maybe they even announced them to their friends. But in their heart of hearts they know this year's goals will likely meet the same fate as last year's—robust intentions that produce anemic (or non-existent) results. They join Phil Connors in his *Groundhog Day* time loop.

How do you know what kind of goals to set? The whole point of setting goals, of course, is to *achieve* them. The best goals are *smart* goals. Actually, **SMART** goals is more like it. **SMART** stands for the five characteristics of well-designed goals.

- **Specific:** Goals must be clear and unambiguous. Vague ambitions and platitudes have no place in goal setting. When goals are specific, they tell people precisely *what* is expected, *when*, and *how much*. Only with specific goals are you able to assess progress.
- **Measurable:** What good is a goal if you can't measure progress? When goals are not measurable, you never know if or when or even how you're making progress toward their completion. Not only that, but it's very difficult for people to stay motivated to complete goals in the absence of milestones to indicate progress.

- **Attainable:** Goals must be realistic and attainable. Goals should give people something to stretch for, but they should not be out of reach. Neither, of course, should goals be too easy. Goals that are set too high or too low become meaningless, and people tend to ignore them.
- **Relevant:** Goals must be an important element of the overall plan of achieving your mission and reaching your vision. It's estimated that 80 percent of people's productivity often comes from 20 percent of their activities. You can guess where the remaining 80 percent of effort ends up. Relevant goals address the 20 percent of the effort that has the greatest impact on performance.
- **Time-Bound:** Effective goals have a starting point, ending points, and fixed durations. People are better able to focus their efforts on goal attainment when they are committed to deadlines. Goals without schedules or deadlines tend to get lost in the rush of day-to-day life.



To illustrate how this approach adds value and power to goal-setting, let's compare a **SMART** goal with a not-so-smart goal. (This is vital in individual efforts as well as team initiatives.)

Let's say the managers at a nuclear power plant want to improve safety consciousness at the station. A not-so-smart goal might be something like "Get all employees on board with safety principles so they appreciate the need for improvement."

On the surface, this certainly seems like a worthy aspiration. But what does it really mean? Does "on board" mean cheering louder at safety meetings? Does it mean memorizing and reciting safety rules? Does it mean clicking their heels and saluting when a government inspector walks by?

And what exactly are "safety principles"? Are these some of the buzz words in the corporate values statement? Are they the slogans from wall posters?

You'll notice that this not-so-smart goal is not specific. It's not measurable because we don't know specifically what to measure. It's really not attainable because, lacking specificity and measurability, there's no way to know if and when the goal is reached. The goal is only marginally relevant because, although it alludes to the need for improvement, the lack of specifics dilutes it to "platitude" status. And the goal is not time-bound because it has no starting point, no ending point, and no fixed duration.

Welcome to *Groundhog Day*.

For the sake of illustration, let's say that what the managers really *mean* is:



- We want our people to be absolutely vigilant in dealing with safety issues so we can honor our stewardship in running a safe nuclear operation.
- We want our people to obey all safety regulations with exactness—not out of grudging compliance, but out of personal commitment.
- We want our people to know with certainty that raising concerns about possible safety issues will always be met with appreciation and prompt action, never with retaliation.

While these are laudable aspirations, they are not at all implied in the goal “Get all employees on board with safety principles so they appreciate the need for improvement.”

Getting Started. If this goal is the starting point of discussion, good questions to ask would include:

“Exactly which ‘employees’ are we talking about? Does this include only people who are at greatest risk of radiation exposure, or does it also include the accounting department and the cafeteria workers?”

“Do we mean only full-time employees, or should we include the supplemental workers who help with special projects like outages?”

“Exactly where are the perceived safety problems?”

“What are the relevant metrics?”

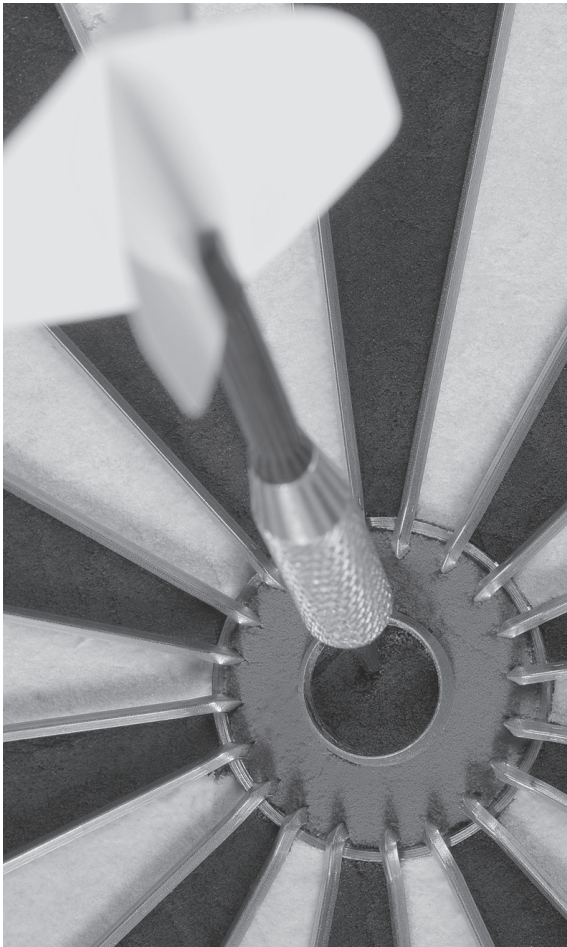
“What does ‘on board’ really look like? How can the improved behaviors and performance be measured?”

“When will all this happen? Are we talking about accomplishing this goal next week? Next quarter? Next year?”

Do you get the point? **SMART** goals—**Specific, Measurable, Attainable, Relevant and Time-bound**—have punch and power. A broad-brush not-so-smart goal like “Get all employees on board with safety principles . . .” can be transformed into a series of **SMART** goals that actually get reached.

Steps Along the Way. For example: “Our goal is that every person in the organization will participate in our two-day training in work behaviors by the end of this calendar year.” Notice that this goal is Specific, Measurable, Attainable, Relevant, and Time-bound. It also implies a number of intermediate goals. For instance, a complete and accurate list of all employees, along with the training they’ve received so far, must be compiled. Work and project schedules must be cleared. Training schedules must be arranged. Every intermediate goal must be a **SMART** goal so it won’t float out into never-never land. Getting all employees to complete a two-day workshop is of course not the absolute end of the work in strengthening safety consciousness among the workers. Lots of other work must be done to correct errors, reinforce desired behaviors, hold people accountable, and create a culture of genuine, deliberate commitment to safety.

The landscape of leadership consists of countless smaller pieces that add up to a large mosaic. It is focusing on the smaller pieces—while keeping an eye on the larger vision—that enables ordinary people to accomplish extraordinary things.



“The measure of success is not whether you have a tough problem to deal with,” said John Foster Dulles, “but whether it’s the same problem you had last year.”

Effective leaders use **SMART** goals because they leave nothing to chance. They want their people to invest their energy and ingenuity in real work that makes a real difference.

And when that real work is done right, you can add an S to the end of **SMART**. The final S can stand for **Sustainable**. A hallmark of true success is the ability to sustain the good that’s accomplished.

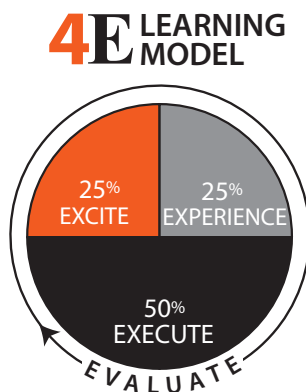
TRAINING FOR *Sustainable* TRACTION

By Rodger Dean Duncan

Let's be honest. People often sing the praises of training. But when times get tough, the training budget is usually the first to be slashed.

Why? Because although training may receive nice "smile sheet" feedback, it often provides little if any measurable return on investment. It doesn't stick.

ASTD, the world's leading group of workplace learning and performance professionals, says employers are spending record amounts on training. Yet *Quality Magazine* reports that less than 30% of all training is being used on the job a month later.



Wouldn't you like for your people to receive training that's more than just good edu-tainment? Wouldn't you like a way to ensure that training makes a quantifiable contribution to the success of your enterprise?

You can get great results by following a simple model called the **4Es for Change**.

My colleagues and I have conducted countless training events over the past four decades.

We appreciate the high marks we get for presentation. But we're mostly interested in impact. We want to make a difference, and we want to help our clients make a difference in their own organizations.

Many years ago we organized a five-day retreat for senior executives. The retreat focused on many contemporary leadership ideas. Much of the content was presented by the original thought leaders. To our horror, we discovered that only a week after the retreat most of the participants had retained very little of the training. They knew more about the wine list at the hotel where we stayed than they knew about the principles and practices that had been presented. Return on training investment was virtually zero.

The good news is that the experience spawned a better way. My colleague Dr. Brent D. Peterson, former head of research for a worldwide training organization, carefully studied the impact of more than 3,000 training courses. From that study has come what we now call the **4E Learning Model**. We've since used it hundreds of times to ensure strong ROI for training.

Here are the basics:

Our research shows that only about 25% of real learning transfer occurs in the classroom. In other words, no matter how entertaining and engaging the workshop or retreat may be, only about a quarter of the benefit comes from that part of the training/learning process.

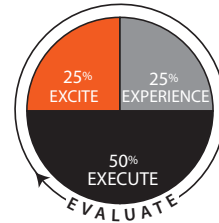
Unfortunately, 100% of the focus of most instructional designers is on the classroom experience. The same can be said for most trainers and training directors, as well as the senior executives who sponsor training.

We've discovered that the impact of a learning or change intervention is determined by all four stages of the **4E Learning Model**:

- The **Excite Stage** contributes 25% to the total learning impact
- The **Experience Stage** contributes 25% to the total learning impact
- The **Execute Stage** contributes 50% to the total learning impact
- The **Evaluation Stage** contributes in all of the first three stages



In practical terms, here's how I've used the **4E Model**.



In the **Excite Stage**, which is prior to anyone setting foot in a classroom, I have participants do some pre-work. This often includes taking a simple online self-assessment to provide some base data on their current behaviors and practices. This helps introduce some of the language patterns that will be used in the training. I also ask them to read a couple of chapters from a book, or read an article or white paper related to the workshop content. These are simple but all-important tasks. If participants fail to complete them, they've already squandered 25% of the learning impact.

The **Experience Stage** is the workshop or retreat itself. No matter how engaging this stage may be, it typically provides no more than about 25% of the measurable learning impact. It's of course an absolutely necessary and very visible part of the process, but it's by far not the only part.

The **Execute Stage** is what happens *after* the workshop or retreat. This is when people are asked to *use* the principles and skills they learned in the previous two stages. They're asked to put their learning into real world practice. They're asked to hold themselves and each other accountable for "new" behaviors that produce consistently better results.

The **Evaluate Stage** is less linear than constant. Evaluation should be done continuously. This can include before and after culture assessments to determine the impact of certain behaviors and practices, and it can include 360-degree feedback assessments to help hold individuals accountable for personal improvement.

Without strategic design and delivery, training programs can waste time, budget, and human energy. Even with positive feedback (the typical "smile sheets" that often address little more than the facilitator's presentation style), training can be a silent killer of morale and productivity. To help ensure that training makes a quantifiable contribution to your organization's vitality, have your training personnel use the **4E Learning Model**.

Sidebar

A good example of the 4E Learning Model's impact is at South Texas Project (STP), a nuclear power plant on the Gulf of Mexico near Bay City, Texas.

Some of the plant's performance metrics were so troublesome that they attracted the uncomfortable attention of federal regulators. STP was the poster child in the nuclear industry. The management team took action, and improvements were seen in most areas of the operation. But then performance seemed to plateau. It wasn't going backwards, but it wasn't getting better either. Many of the ongoing problems were related to open and honest communication, especially the ability to challenge a co-worker's performance.

We introduced a training program emphasizing dialogue skills: how to identify conversations that are at the root of safety issues, how to stay focused on issues that really matter, how to identify the early warning signs of poor communication, how to make it safe to speak up without fear of retaliation. We certified more than two dozen internal trainers to deliver the content.

One of those trainers was Ed Haplin, STP's president and CEO. Ed didn't make only a brief cameo appearance in the training sessions. He understood the power of modeling leadership behaviors, and he personally facilitated several of the two-day dialogue workshops each year for several years.

The STP team carefully followed the **4E Model**. Prior to each workshop, participants were given "homework" that included reading and self-assessments. The workshops themselves were kept relatively small to accommodate lively participation. Principles and practices taught in the workshops were then mindfully applied to daily work situations like pre-job briefings and plan of the day meetings. Workers coached each other on application of the learned skills. Intermittent culture assessments were used to measure progress and to identify opportunities for further improvement.

The result? Since rolling out the training with the 4E framework, STP has set numerous industry benchmarks for sustained excellence and performance, ranging from top safety records to the highest production reliability measure of any multi-unit nuclear plant in the United States.

Targeted training—and reinforcement with the **4E Learning Model**—really can help smart people work smarter.



*The 4E Learning Model
really can help smart
people work smarter.*



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



	Principle	Task
Validate the Journey 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.
Scan for Speed Bumps 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.
Chart the Course 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.
Build a Coalition 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.

	Principle	Task
Ford the Streams 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.
Stay on Message 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.
Mind the Gap 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.



CHANGE-FRIENDLY LEADERSHIP SELF-ASSESSMENT

INSTRUCTIONS: Based on historical practices you've observed in your organization, in the space beside each item place the number representing the response that most closely represents your observation.

Rate each statement according to this scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Agree nor Disagree
- 4 = Agree
- 5 = Strongly Agree



- _____ 1. When change is necessary in my organization, people at every level are appropriately involved in open discussions about the "why," "when," "who," "where," and "how" issues related to the change.
- _____ 2. Change efforts are well thought out here so we can avoid unintended consequences.
- _____ 3. People in my organization are comfortable in raising concerns about change.
- _____ 4. We don't have any "undiscussables" around here. People seem willing to talk openly about most anything.
- _____ 5. When people fail to deliver on expected results in my organization they are held promptly accountable.

_____ **SUB-TOTAL** *(add the scores for items 1-5)*

- _____ 6. We pay close attention to "lessons learned" in our change efforts so we can do better next time.
- _____ 7. In managing change, our leaders seem to emphasize real commitment (helping people become genuinely engaged) rather than only compliance (just getting everyone to do it).
- _____ 8. Our organization's change efforts have effective cascading sponsorship – it's not just people at the top who provide support for change, but many others throughout the organization.

- _____ 9. Our mid-level managers and supervisors are very good at connecting the dots between our everyday work and the change we're asked to help bring about.
- _____ 10. With regard to our organization's change efforts, it's hard for people to "hide in the weeds" and avoid personal accountability for doing their fair share to make the change successful.

_____ **SUB-TOTAL** *(add the scores for items 6-10)*

- _____ 11. Most of our organization's "unwritten rules" of behavior (what people actually do) are clearly consistent with the values we claim to embrace.
- _____ 12. Our leaders clearly "walk the talk" when it comes to behaviors that support performance improvement.
- _____ 13. The change we're after is top of mind as we plan our daily activities.
- _____ 14. When a problem occurs here, the primary emphasis seems to be more about solving the problem rather than assigning blame.
- _____ 15. Behaviors that support needed change here are explicitly reinforced.

_____ **SUB-TOTAL** *(add the scores for items 11-15)*

- _____ 16. We have a well-defined "scorecard" that helps us know how we're doing with the needed change.
- _____ 17. We do a good job of "minding the gap" between our current performance and where we need to be.
- _____ 18. Our organization has been consistently successful in past efforts to implement change.
- _____ 19. The people who lead change efforts here are real assets to the efforts and not simply people who happen to be available.
- _____ 20. The people who lead change efforts here are really effective at identifying and managing the inevitable resistance that occurs during change.

_____ **SUB-TOTAL** *(add the scores for items 16-20)*

- _____ **21.** The people who lead change efforts here understand both the human and technical aspects of the change.
- _____ **22.** When change is needed here, the plan for “making it happen” is well conceived and executed.
- _____ **23.** The training offered here is a big help in boosting people’s capacity for change.
- _____ **24.** The information we receive from our leaders about change is highly credible.
- _____ **25.** Most groups in our organization are very good about collaborating with other groups.
- _____ **SUB-TOTAL** *(add the scores for items 21-25)*
- _____ **TOTAL SCORE** *(add your five sub-totals)*



Interpreting Your Score

100-125 indicates you have an “A” organization in terms of change readiness. Trust is relatively high, and people generally collaborate well to bring about needed change. Personal accountability for performance is a practiced value.

80-109 indicates that change readiness in your organization is at the “B” level. Trust and collaboration are not as robust as they need to be. This has an adverse effect on execution and implementation. Your organization is not experiencing the synergy and better results that “A” teams routinely enjoy.

60-79 indicates that the change readiness in your organization is at the “C” level. Do people in your organization talk straight with each other? Do they hold themselves and each other accountable for excellent performance? Do they admit and correct their mistakes without blaming others? Are they genuinely open to fresh ideas? When these behaviors are weak, everything suffers.

59 and below indicates that you’re working in an environment of missed opportunity. Your organization is carrying a very heavy (and unnecessary) load in terms of resistance to change. This is affecting innovation, collaboration, creativity, execution—everything related to performance. Moreover, it’s probably not a very fun place to work and people may not even realize what they’re missing.

▶ Remember that being **CHANGE-friendly** is not just a nice-to-have social virtue. It’s a strategic imperative for any organization that’s serious about continuous improvement.

? SYSTEMS QUESTIONS

Most every change involves an adjustment in systems. In this context, let's define a "system" as any policy, procedure, process or organizational practice, both formal and informal. Structure or the "organization chart" is also a form of a system because it involves the deployment of people.

To help you avoid unintended consequences, it's imperative that you honestly examine the various systems in your environment and consider their impact on the change or implementation you're advocating.



Ask yourself these questions:

Does the system (or the change you're promoting)

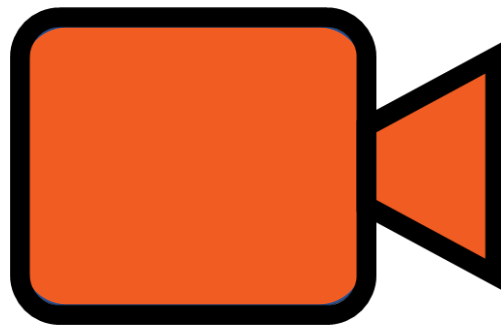
Yes	No	
_____	_____	1. Reinforce the feeling of trust in our organization?
_____	_____	2. Encourage frank and open communication?
_____	_____	3. Foster a genuine spirit of camaraderie, teamwork, and synergy?
_____	_____	4. Allow each person involved to "win" without doing so at the expense of someone else?
_____	_____	5. Instill loyalty and pride in the organization?
_____	_____	6. Reflect the organization's professed values?
_____	_____	7. Contribute to the organization's mission?
_____	_____	8. Bring out the best in our people? And, finally . . .
_____	_____	9. If we were starting all over today, would we introduce this system into our environment?

You can no doubt think of additional questions. Just be sure that each question touches on one or more of the **Four Ts** (**Think-friendly, Talk-friendly, Trust-friendly, Team-friendly**).

If you respond “no” to any question simply because it doesn’t seem pertinent to the issue(s) addressed in the system, don’t be concerned. But if you respond “no” for any other reasons, you should re-examine the system and consider changing, eliminating, or replacing it.

All systems should be subjected to this test at least once a year.





VIDEO TRANSCRIPTS

What Does Change Mean to (and for) You?

Rodger Dean Duncan

Change. Change. Change. Change. Change.

We live in a moment of history where change is so fast-paced that we begin to see the present only when it is already disappearing.

Every day's headlines report yet another plan, another reorganization, another big idea that has fallen flat.

Tall dreams. Tall talk. Short results.

Inertia is winning by a wide margin.

Change is not the enemy. The enemy is poor management of change.

But there's reason for optimism.

Learn to talk so people will listen. Learn to listen so people will talk. (Not necessarily in that order.)


Make trust first to make it last. Learn to speak the language of trust in both word and deed.

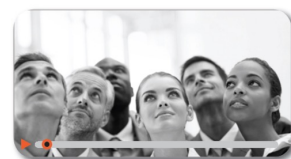
Show ordinary people how they can achieve extraordinary things when they discover strength in unity. There's nothing more exhilarating.

Help people embrace change – not because they feel the heat, but because they see the light.

Create genuine synergy – not just by adding things together, but by bonding things together differently.

Appeal to people's heads, hearts, and hopes – and together you can work wonders.

Engage people, and your change effort can be one of the success stories. 



What's the Big Deal About Change?

Rodger Dean Duncan

When our children were very young, my wife and I took the family on a cross-country trip.

Several days in the close quarters of a car can be challenging, especially when many of the conversations begin with the question: "Are we there yet?"

So we carefully planned every detail of the journey. For each of our various stops along the way, we reserved a room at a Howard Johnson hotel.

We knew that all across the country these hotels were decorated with exactly the same wall colors, lamps, and bedspreads.

To help our children feel more "at home" each night, we even specified that each room must have the beds on the right and the TV on the left. Sameness, we reasoned, would be comforting.

The trip seemed to be going well. The children were patient and my wife and I were still relatively sane.

Then on the third night we checked into yet another Howard Johnson hotel.

As soon as we walked into the room – which was identical to the others we'd slept in that week – our four-year-old son took a deep breath and with a tone of utter despair said: "We've been driving forever and we keep coming back to the same place!"

That's exactly what change can feel like.

Despite your best efforts, some people will continue to ask "Are we there yet?"

Some won't mind taking a trip, just not in the direction you're headed. Others will resist getting in the car at all.

For most people, change really is a big deal.

Change can involve:

- the adoption of new technologies
- re-engineering
- mergers and acquisitions
- restructuring
- culture blending
- new management
- or any of a number of other forms

Change is a big deal because it often requires leaving our comfort zones.

Change is a big deal because it touches on our sentiments and devotions, some of which may not be apparent even to us.

The big deal about change is usually not about strategy or structure or systems.

All of those things are of course important. But the core of it all is feelings.

In the world of human commerce, nothing changes unless and until people's behaviors change.

And the kind of behavior change that results in lasting (sustainable) change must accommodate people's feelings. Feelings that involve trust, confidence, passion, and all those other intangible but very real things that make us human.

You can rent a person's back and hands, but you must earn his head and heart.

Change really is a big deal.


CHANGE-friendly IMPLEMENTATION is not about theory or classroom discussions.

It's based on rock solid, tried-and-true principles and practices that enable people just like you to transform good intentions into great performance. In this workshop you'll learn a framework that you can adapt to any situation in any kind of project.

You'll learn how **CHANGE-friendly IMPLEMENTATION** infuses your team with renewed energy and focus.

You'll discover skills that you can use immediately to get better results.

What's the big deal about change?

The big deal is that when you do it right, your change effort can be one of the success stories. 



The Power of Four Ts

Rodger Dean Duncan

Many years ago, the editor of a national news magazine asked me to write an article exploring the current state of American education.

This was at a time when many people were demanding more “relevance” in their book learning. At dozens of colleges, teachers of non-required courses were either advertising their curricula with an eye toward current moods ... or lecturing to half-empty classrooms.

At the University of Massachusetts in Amherst, for example, the English department was trying to lure students into the classics – such as Shakespeare’s “Macbeth” – by adding movies like “The Godfather” to the assignment and calling the course “The Gangster in Film and Literature.”

To get a taste of the day’s thinking, I interviewed more than twenty prominent Americans. I asked each of them a single question: “What’s the mark of an educated person?”

In all of the interviews I conducted, not a single respondent mentioned time in the classroom as the mark of an educated person.

In fact, it seemed that they went to great lengths emphasizing that the real mark of an educated person is about behaviors and relationships, not about degrees or certificates.

That same orientation – behaviors and relationships in place of titles and stature – is the hub of the **Change-friendly Leadership** framework.

It’s what I call the Power of **Four Ts**:

- **THINK-friendly**
- **TALK-friendly**
- **TRUST-friendly**, and
- **TEAM-friendly**

The behaviors and skills associated with being **THINK-friendly**

- include adopting a growth mindset that you are capable of solving problems in fresh ways.
- It includes exercising curiosity by asking smart questions to explore and discover.

- It includes challenging your own conclusions to ensure that your assumptions are valid.
- And it includes making appropriate connections that lead to breakthrough ideas.

Being **TALK-friendly**

- Is about the behaviors and skills around dialogue and appreciative inquiry.
- It’s about listening to **LEARN** and to **UNDERSTAND** rather than to argue and overpower.
- It’s about exercising influence rather than authority.
- It’s about willingness to be influenced rather than assuming that the views of others should always be secondary to yours.

A person is **TRUST-friendly**

- When his behaviors consistently enable him to earn trust, extend trust, and be a model of trust.
- Effective change leaders know how to put trust first in order to make it last.

Finally, the effective change leader must be **TEAM-friendly**.

- This involves working with people in ways that foster genuine collaboration and engage their heads, hearts, and hopes.

These **Four Ts**, then, guide all the behaviors in the **CHANGE-friendly** protocol.

CHANGE-friendly IMPLEMENTATION is seven steps.

But don’t think of it as linear. Although it’s tightly organized for purposes of manageability, it’s flexible enough that the steps overlap.

The protocol is designed to be your servant, not your master.

And the best part of all?

It really works! 



THINK-friendly

Rodger Dean Duncan

The way we think is a critical determinant of how we perform.

Sound thinking is not really a function of IQ or formal education. It's more a function of behavior and habits—of how we approach problems, how we process information, how we challenge assumptions.

It's a function of the kinds of questions we ask and how we sort through the maze of possibilities.

Art Fry was a scientist at the 3M Company. One of his coworkers developed an adhesive with an unusual molecular structure. The glue was strong enough to cling to objects, yet forgiving enough to peel off without doing harm.

No one at 3M had yet figured a way to use this sticky-but-not-too-sticky substance.

Meanwhile, Art sang in his church choir. He used slips of paper to mark the pages in his hymnal. But when he opened the book, these makeshift bookmarks either moved around or fell to the floor.

One Sunday it occurred to Art that his colleague's adhesive might be useful in solving this problem: if it could be coated on paper, it would hold a bookmark in place without damaging the page on which it was placed.

At work the next day, Art began to experiment. Those experiments resulted in the Post-it Note – one of the best-selling products in 3M's long history.

CHANGE-friendly thinking is at the center of every effective change effort and every successful implementation.

It doesn't necessarily have to be brilliant thinking, although that never hurts. It doesn't even have to be innovative or breakthrough thinking, although an occasional dose of that can certainly help.

But it does need to be **CHANGE-friendly** thinking—thinking that raises the right questions and elicits a range of reasonable answers.

It needs to be thinking that challenges the status quo, thinking that bumps up against existing norms, thinking that either spawns new ideas or welcomes fresh application of old ideas.

Thinking that expands possibilities.

The good news here is that through mindful practice and deliberate repetition, we can strengthen our thinking behaviors and habits ... and thereby produce consistently superior results.

In other words, by proactively exercising our **CHANGE-friendly** thinking, we can get better at it.

In this section we'll explore four dimensions of this kind of thinking that can help you be a more effective **CHANGE-friendly** practitioner.

These four dimensions are:

- Capacity
- Curiosity
- Conclusions, and
- Connections

Not every thought you have will—or can be—original.

To paraphrase one satirist, “there is nothing new under the sun, but there are lots of old things we haven't yet discovered.”

To work smarter, practice the **THINK-principles**. You'll like the results you get. 🧠



TALK-friendly

Rodger Dean Duncan

To provide our greatest value, we must be effective in our talk.

In this context, “talk” is not just the ability to chat somebody up about the weather or last weekend’s ballgame. A lot of people can do that.

This is about truly meaningful interaction that helps smart people work smarter.

Genuine dialogue requires the free flow of clear meaning toward a shared purpose in an atmosphere of mutual respect.

Don’t get me wrong. True dialogue is not pie-in-the-sky, let’s-all-hold-hands-and-sing stuff. Neither is it a touchy-feely, warm-and-fuzzy, soft-headed approach to thinking and interacting.


Open and honest dialogue is a key ingredient of high performance and strong results.

In a nutshell, here’s the recipe:

- **Relinquish Power:** Of course asking people to check their titles at the door does not erase the reality that they have different roles and different levels of authority. But during dialogue itself, equality must reign supreme. We must remove our badges of status and resist any temptation to pull rank.
- **Defer Judgment:** This doesn’t mean you’ll never reach a conclusion. Of course you will. But you’ll do best if you postpone your judgments until you have sufficient data to proceed with justifiable confidence. Challenge your own assumptions and conclusions.
- **Listen with Empathy:** Although we may not necessarily agree with what the other person is saying, we should listen attentively and respectfully so we can at least understand their perspective. That’s what empathy is about.

- **Inquire to Discover:** Good practitioners of dialogue often say things like, “Oh, you see it differently! Help me understand how you reached that conclusion.” Their tone is welcoming and exploratory, not cynical or accusing. Their desire to learn is real, and their willingness to be influenced is a key to the door of collaboration.
- **Advocate with Respect:** We should advocate our positions with a balance of humility, confidence, and respect. Humility because we don’t know everything. Confidence because our position should be based on a reasonable interpretation of available data. And respect because the other parties also have valuable contributions.
- **Pool the Meaning:** By practicing the behaviors previously mentioned, you make it possible to “pool the meaning.” This doesn’t necessarily result in agreement. But agreement, if that’s what you’re hoping for, cannot come unless and until there is genuine understanding. For your change or implementation to succeed, people must feel that they’ve been fairly heard.
- **Tame the Elephants:** Because it requires honesty and clarity, true dialogue can be uncomfortable. So it’s tempting to allow some topics to remain unaddressed. These “undiscussables” are sometimes referred to as “the elephant in the room.” Unless you’re willing to be settle for silence, it’s important to identify the elephants and then tame them.

Being **TALK-friendly** is not just about being “nice,” although there’s much to be said for that. It’s about being effective.

To do that, you must put your best voice forward. 



TRUST-friendly

Rodger Dean Duncan

TRUST is the operating system of every relationship and every organization.

You might have the best hardware in the world.

*You might have smart procedures and processes, and an excellent strategy. But if **TRUST** is fragile, you can never, ever, get the best results.*

Of course everyone's in favor of trust. We all know it's important.

But a lot of people seem to regard trust as soft and intangible, a social virtue that's nice to have but impossible to quantify.

Trust is much more than that. Trust is a hard-edged economic driver. Yes, trust is indeed a character trait. Trust is also a competency that can be taught, and learned, and improved.

Every year, Fortune magazine publishes a list of "The Best 100 Companies to Work for in America."

TRUST is the primary defining characteristic required to get on that list: trust between management and employees, trust between and among work teams, trust with all stakeholders.

So how do these high-trust organizations do? They outperform the S&P 500 by 416% in terms of their economic return.

I frequently tell my clients that the second most expensive thing that can happen with regard to their employees ... is for smart and capable people to quit and leave.

But the number one most expensive thing that can happen is for their smart and capable people to quit and stay.


In the world of business, employee engagement is one of the most critical issues of our time. DIS-engagement is enormously expensive. And it's mostly related to TRUST.

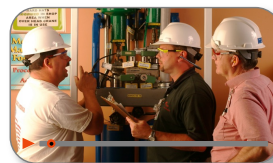
*Studies by Gallup show that 96% of engaged employees **TRUST** their leaders, while only 46% of DIS-engaged employees trust their leaders. In many organizations, DIS-engagement is a silent killer of innovation, teamwork, collaboration, and many other desirable behaviors.*

But in your organization, engagement and accountability can be the hallmark of everything that's done by every player on your team.

Let's consider some of the informed choices you can make to earn trust, maintain trust, and extend trust.

Acting on these informed choices can make a huge difference in your efforts to engage people's heads, hearts, and hopes.

Making trust first can go a long way to ensuring that it lasts. 



TEAM-friendly

Rodger Dean Duncan



Being genuinely **TEAM-friendly** is absolutely imperative to the success of your change or implementation.

Unfortunately, “teamwork” is more common as a buzzword than as an actual practice.

In a bid to boost performance, teamwork is often touted in corporate vision statements ... on coffee mugs ... on Wall Posters ... on T-shirt and keychains.

Teamwork is the subject of banal pep talks by goofy managers in TV sitcoms.

Teamwork has been given a bad name by a world of bad practitioners.

But when we’re strategic about putting both the team and the work into teamwork, beautiful things can happen.

The suspension bridge is one of the most impressive accomplishments of modern engineering.

It begins as individual wires not much stronger than the ones you’d use to hang pictures in your living room.

Spun together, these individual wires become strands.

Then many of the larger strands are combined into a giant wire rope or cable ... that can support thousands of tons of weight and safely cross enormous obstacles like canyons and rivers and ocean bays.

The same principle is part of the marvelous results that can be produced by genuine teamwork. Ordinary people can achieve extraordinary results when they discover strength in unity.

When smart people learn to **THINK, TALK, and TRUST** in an environment of common purpose, it is truly amazing what they can accomplish.

A team is most likely to be effective when five conditions exist:

1. It must be a real team, not just a team in name only. Teams have a greater chance for success when they operate with clear tasks, clear boundaries, and clear authority.
2. An effective team must have a compelling purpose. The purpose must be clearly linked to the values and principles that are important to the participants. This is where a carefully crafted team charter is important.
3. A team must have a reinforcing framework. People need structure. They need clarity. They need to know how they “fit” – how their efforts connect with and reinforce the work of their colleagues.
4. A team needs a nurturing context. Mere “permission” to form a team is not enough. Appreciation is not enough. Sympathy is not enough. Even encouragement and cooperation are not enough.
5. In short, the team needs explicit reinforcement from systems and processes and conspicuous sponsorship from credible leaders.

Finally, team members need easy access to skillful coaching on teamwork issues.

This coaching is not about rah rah speeches. It’s about laser focus on setting appropriate goals ... assessing current realities ... expanding and exploring options ... deciding next steps ... and measuring progress.

If you’re serious about your change and implementation, being **TEAM-friendly** is not an option.

As my grandfather said, “Wild ducks make a lot of noise, but they also have the good sense to 1 formation.” 🦆



VALIDATE The Journey

Rodger Dean Duncan

Someone has said that it's more important to know where you're going than to get there quickly. We should not mistake activity for achievement.

With any change or implementation, we must **VALIDATE the Journey**. We must help people make sense of what we're asking them to do.

Change is movement away from the Present.

Change is movement through the Neutral Zone, a place that's neither completely old nor completely new.

And change is movement toward a Future that promises not just something different but, hopefully, something better.

Change is not what troubles most people. What gives them the greatest heartburn is the transition from the Present to the Future.

Change and implementation are situational:

- the new team roles ...
- the new manager ...
- the new procedure ...
- the new equipment or the new way of operating
- the big project that really must be completed on time and on budget.

Transition is the psychological rite of passage during which people come to terms with the new situation.

Your challenge is to **VALIDATE the Journey**.

Validating the Journey is your critical first step to engaging the heads, hearts, and hopes of the people you want to influence.

This is one place where it's especially important to consider Frame of Reference.

As we explored earlier, people of good will can see and experience the same thing from very different perspectives.

So part of your challenge is to accommodate those perspectives as you make a business case and a psychological case for your change or implementation.

As you work to **VALIDATE the Journey**, be sure to use the **Four Ts**.

Be **THINK-friendly**. Challenge the stories you're telling yourself about resistance. And reject the temptation to regard resisters as trouble makers. Use their concerns to fine-tune your own thinking.

Be **TALK-friendly**. Put "undiscussables" on the table. Your credibility – and that of your proposed change or implementation – is diminished any time you dance around the elephant that everyone knows is in the room.

Be **TRUST-friendly**. Remember the warning about doubletalk. A heavily biased promotion of your position will doom it to doubt, ridicule, and failure. Talk straight, just as you want people to talk to you.

Be **TEAM-friendly**. Recruit the right people for your teams. Enlist people with the right skill sets, the right attitudes, and the right credibility. And make sure each team has a compelling purpose and a clear team charter.

When planning a trip, it's important to make it appealing to the people you're inviting to get on the bus. Similarly, with a change or implementation you must **VALIDATE the Journey**. 🔄



SCAN for Speed Bumps

Rodger Dean Duncan



New ideas often fail, not on their own merits, but on how well resistance is handled. So early on in your change or implementation effort, you must **SCAN for Speed Bumps**.

You must identify the sources of resistance that could jeopardize your implementation.

Resistance comes in two basic varieties: covert or overt – concealed or transparent.

If you automatically regard resistance as inherently negative – a noxious intruder that needs to be smothered into silence – you’re guaranteed to drive resistance underground in your organization.

In reality, resistance is not necessarily a sign of disloyalty or of “not being a team player.

Resistance can actually be a gift. Why? Because not much can be improved without it.

Rather than automatically fighting against resistance, learn to recognize it, respect the source, and see how you can benefit from it.

Like many things in life, resistance has some early warning signs. Let’s consider some commons ones.

Confusion. No matter how hard you’ve worked to **Validate the Journey**, some people simply won’t get it. They’re not trying to be a problem, they just don’t yet understand the implications of what you’re proposing. They may be asking themselves ...

- “How will this impact my budget? ... or
- “What will this do to my reporting relationships?
- ... or
- “What will this mean for my current situation?”

In other words, “What’s in it for me?” Don’t be troubled by this. Expect it.

Silence can be another early warning sign of resistance.

Never assume that silence means acceptance. Silence can mean acceptance, but it can also mean anything from “I don’t have a clue what you’re talking about” to “I’ll do what you asking only when hell freezes over.”

Prime the discussion pump by answering a series of unasked questions – real questions that you anticipate people might want to ask but may be reluctant to ask.

Denial is another early warning sign of resistance. The ostrich effect is a common behavior of people confronted by the need to change or to implement differently. Denial can take many forms:

- “The foam coming off the wings during launch poses no threat to the space shuttle.”
- “Germs are a myth. Washing my hands between surgeries is an unnecessary nuisance.”
- “That survey finding doesn’t apply to me and my group.”

As you can imagine, the **Scan for Speed Bumps** work is perpetual. Even before you Validate the Journey, you need to identify likely points of resistance. Then you need to stay alert for emerging roadblocks along the way.

As you employ various data-gathering tools, there are two critical things to remember.

First, ask the right questions. That seems obvious. But the second thing to remember may not be so obvious: avoid asking the wrong questions.

If you ask the wrong questions, you’ll get plenty of data. But the fancy charts, graphs, and tables will lead you to chase the wrong issues.


When you deal with resistance appropriately, you’re sure to learn from it. And the only way to do that is to **SCAN for Speed Bumps**. 



CHART The Course

Rodger Dean Duncan



Good plans shape good decisions. Good decisions produce good results.

That's why careful planning helps make elusive dreams come true. You must CHART the Course. To ensure the success of your implementation, you must carefully plan every phase of the journey.

Naturally, there will be adjustments in your navigation. If you fly from Dallas to New York and fail to course correct along the way ... you can end up in Nova Scotia. And if you're really not paying attention, welcome to Iceland.

Chart the Course. Maps, methods, and direction really do matter.

As a tour guide to change, your job is to help people let go of the Present ... navigate safely through the Neutral Zone ... and arrive safely at the Future that will then become their new Present.

As you work to engage people in your implementation, and hold them accountable for its success, you'll want to employ multiple influence options.

The "Want To" side of our model is about Motivation.

The "Can Do" side is about Ability.

Influence operates at multiple levels. The Individual level is of course about a person's own motivation and abilities.

The Community level relates to influences like friends and coworkers.

The Environment level involves things like organizational structure, processes, procedures, tools, and even factors like room set up and physical space.

And then, inside each of these three spheres, we see specific options – or levers – that we can use to influence people to be more engaged, to be more accountable, and to provide higher-value performance.

And one thing's for sure – the more influence levers you employ, the greater the likelihood of your implementation success.

We've used this influence model for nearly 30 years, so we know it works.

In a large agribusiness company, we showed the CEO and his team how to apply all six "Want To" – "Can Do" levers. In only 12 months, the result was such a success story that it became a case study at the Harvard Business School.

This influence approach has proved successful

- at nuclear power stations ...
- in engineering companies ...
- in high tech ...
- in health care ...
- in the financial industry ...
- in pharmaceutical companies ...
- in aeronautics ...
- in manufacturing ...
- in service companies.

Why? Because people are pretty much the same wherever you go, and the principles of effective influence have universal application.

*As with any journey, your success depends on how well you **CHART the Course**.*

Invest the appropriate care in this work, and you'll like the result.



BUILD a Coalition

Rodger Dean Duncan



Change and implementation do not occur in isolation.

No matter how brilliant your ideas may be. No matter how compelling your case for action. No matter how much personal credibility you believe you have ... your change or implementation will not succeed without the engaged and collaborative involvement of others. Period.

You must **BUILD a Coalition**. In fact, building a coalition is the only way to get from “A” to “B” with your implementation.

To help clarify the resources available to you, let’s review your **CAST of Characters**.

- **CHAMPIONS** are people who favor the change but lack the power to sanction it. As advocates for the change, Champions must willingly work to gain commitment and resources for it.
- **AGENTS** are people who plan and execute the implementation. This includes diagnosing potential challenges (Scanning for Speed Bumps) and addressing those challenges strategically.
- **SPONSORS** are the people who authorize and demonstrate ownership for the implementation. You can – and should – have different kinds of Sponsors ... Authorizing Sponsors and Reinforcing Sponsors.
- **TARGETS**—or End Users—are people whose knowledge, assumptions, attitudes, emotions, and behaviors must be altered for the change and implementation to be sustainable.

Targets play a critical role in both the short- and long-term success of your change. They must be educated to understand the changes they are expected to accommodate, and they must be appropriately engaged in the implementation of the change.

And remember this principle: Effective sponsorship is absolutely one of the most important keys to the success of your implementation.

Let’s consider why.

In many situations we see well-intended people who mistakenly assume that a unilateral command will automatically produce the desired change.

What often occurs is that change initiatives fall into an organizational black hole. The term “Black Hole” is borrowed from the field of astrophysics where it’s used to describe those regions in space from which nothing—not even light—can escape.

There’s a frustrating equivalent to the black hole in the corporate universe. Management “announces” an initiative ... then all traces of the initiative vanish in the bureaucracy. Akin to the black hole in space that consumes everything that travels in its vicinity, various players in the middle of the organization either distort or withhold information so it simply disappears. And it’s usually NOT deliberate.

In many organizations, these black holes are a major cause of the “flavor of the month” mentality.

Let’s look at how an effective coalition of players can help facilitate change and implementation.

Notice that the Authorizing Sponsor avoids the mistake of skipping directly to the people at the lower level of the organization chart.

With the help of Champions and Agents, the Authorizing Sponsor builds a network of Reinforcing Sponsors. This ensures clear communication along the way and improves the likelihood of stakeholder engagement and performance accountability.

This cascading sponsorship is an important key to any successful implementation effort. It’s so critical, in fact, that its absence virtually guarantees failure.

With most change and implementation, you’ll need all the help you can get. So – as you consider your **CAST of Characters**, deploy them wisely.

BUILD a Coalition. 



FORD the Streams

Rodger Dean Duncan



Of all the challenges that come with change and implementation, organizational culture is often the toughest.

Organizational culture – with its assortment of sub-cultures – is like a series of rushing streams. To ensure that your implementation succeeds, you must **FORD the Streams**. You must carefully navigate ... through and over and past the on-rushing influences.

Just as with actual water, these streams can pull you under and hold you back ... or they can help propel you to the destination you choose.

- Culture has multiple ingredients.
- Culture is about assumptions.
- Culture is about patterns of conduct.
- Culture is about values – and how they are practiced or violated.
- Culture is about unwritten rules and untamed elephants.

Culture is reflected in absolutely everything that goes on in your organization. So doesn't it make sense to understand your culture and its impact on the results you get?

As always, the focus should be on behaviors—because it's behaviors that produce results.

Revisit the questions you asked yourself and others in your **Validate the Journey** efforts. Where are the incongruities between professed values and actual practice?

For instance ... what if all the high-sounding talk in your organization is about “safety” as an abstract slogan ... while in actual practice workers are frequently put in jeopardy?

What if your recruiting literature emphasizes teamwork, collaboration, and a user-friendly work environment ... while in actual practice, the managers who get promoted are the ones who demean and intimidate their coworkers?

A key to managing culture is to precisely define the behaviors you expect ... carefully observe the

behaviors you're currently getting ... then proactively and promptly close the gap between observed behaviors and expected behaviors so you get the new behaviors you want.

Here's what one of our clients did. People were having problems with behaviors in meetings. So the top managers resolved to model the behaviors they expect in others.

They do it with small stuff animals they bought at a Dollar Store:

- If someone is behaving like a bully, a colleague will toss a gorilla into his lap.
- If someone is hogging the time, he'll get a pig in his lap.
- If someone is throwing out a lot of bull, this is what he gets.
- If some guy needs to speed things up, the rabbit will be his new friend.
- If there's an “undiscussable” that needs to be broached, some brave soul puts the elephant on the table.
- And the donkey is tossed to anyone who's behaving like ... well, you get the idea.

This is a simple and fun way to keep meeting participants focused on the agreed-upon behaviors that produce effective meetings.

When someone temporarily strays from the standard, he is immediately held accountable by his colleagues.

Identify the cultural currents that have the greatest impact on your implementation efforts. Use the positive currents to propel your change ... devise strategies to diminish the effect of the negative currents ... and, when necessary, re-channel the culture in new directions.

Remember: Organizational culture is a powerful force that you must navigate with care.

FORD the Streams.



STAY on Message

Rodger Dean Duncan

George Bernard Shaw had it right.

The single biggest problem in communication is the illusion that it has taken place.

To transform good intentions into great performance, you must **STAY on Message**.

You must be very clear about what and how and when you communicate.

Staying on message is all about managing meaning. And because meaning is conveyed in behaviors as well as in words, you need to reinforce your intended meaning in multiple ways.

Here are a couple of key points to remember.

Respect your target audiences. Effective communication requires understanding and responding to people's frames of reference. Only then can you address their needs. And only then can you demonstrate that you care.

People are most likely to understand what you're trying to tell them if you package your messages in their **Frame of Reference** ... in their language ... in their analogies ... in stories that make sense from their perspective ... in a way that addresses their concerns ... and in terms that are meaningful in their world.

Employ an Integrated Systems approach. Your change-friendly tools should include:

- A **Communication** system with a well-conceived strategy and appropriate tactics
- A **Learning** system to show people how to do what you're asking them to do. For example, in the realm of culture change, which for many people is a nebulous concept anyway, it's especially important to provide very explicit training and practice in the specific behaviors that produce the kind of culture and performance you're after.

- And, of course, a **Reinforcement Management** approach that emphasizes the behaviors and practices required to accelerate change and implementation.

Why is this integrated approach needed? Because communication alone can produce awareness. But in addition to awareness, you want behavior change. Sustainable behavior change is an important part of your return on investment.

Consider this. How many times have you've seen someone send out an email blast, or put posters in the hallways, or deliver a rah rah speech at the all-hands meeting, or publish an article in the company newsletter, then wonder why not much has changed?

Too often, well-intended people buy into the myth that simply sending a message will produce the result they want. Remember: Good communication is not implementation.

For your change and implementation to work, your communication must be repetitive, multi-faceted, and continuous.

You must use an integrated approach.

And you must **STAY on Message**. 



MIND THE GAP

Rodger Dean Duncan

I's been said that one of the true tests of leadership is the ability to recognize a problem before it becomes an emergency.

Leading in an environment of change requires frequent course corrections. You must **MIND the Gap**. You must constantly focus on the end goal and use interim measurements to ensure that you're on track.

Constantly ask yourself:

- What's the gap between where you are and where you want and need to be?
- What's the gap between any lingering old behaviors and the desired new behaviors?
- What's the gap between messages sent and messages received?
- What's the gap between the skills your people have and the skills they need?
- What's the gap between the good intentions you express and the great performance you seek?

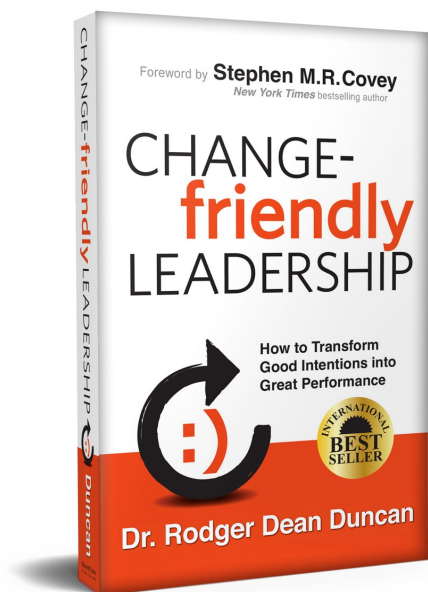
A wise man once said, "Where performance is measured, performance improves. Where performance is measured and reported, the rate of improvement accelerates."

Throughout your work on a change initiative or a major implementation project, be smart about the measurements you use. This means being clear about desired outcomes, communicating expectations to all members of the CAST, and having a solid system of interim and long-term performance metrics.

Meaningful metrics – along with personal engagement and individual accountability – can be the difference between good intentions and great performance.

Throughout the entire process, be sure to **MIND the Gap**. 📏





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