

# 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.*

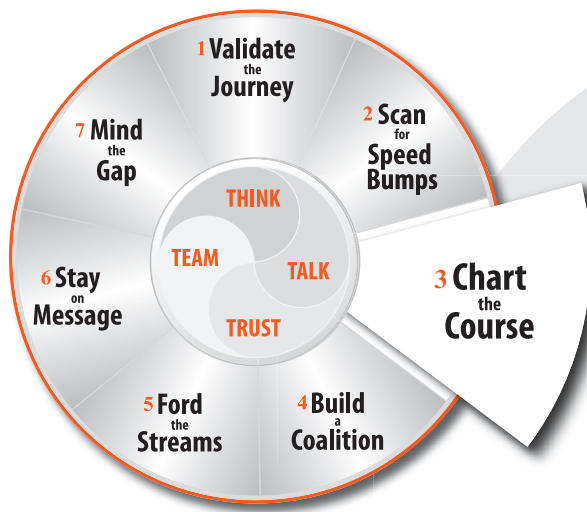


## TUTORIAL

### Key Points:

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





● **PRINCIPLE:**

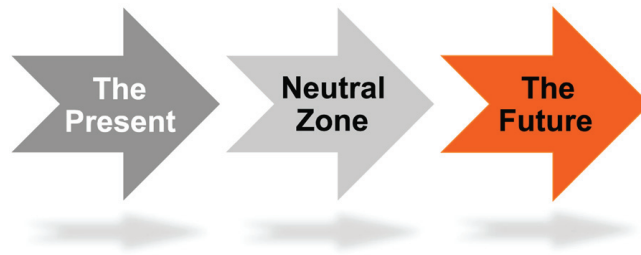
Sustainable change requires the systematic creation and reinforcement of behavioral norms based on commitment as well as compliance.

● **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.

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# 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?

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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:**

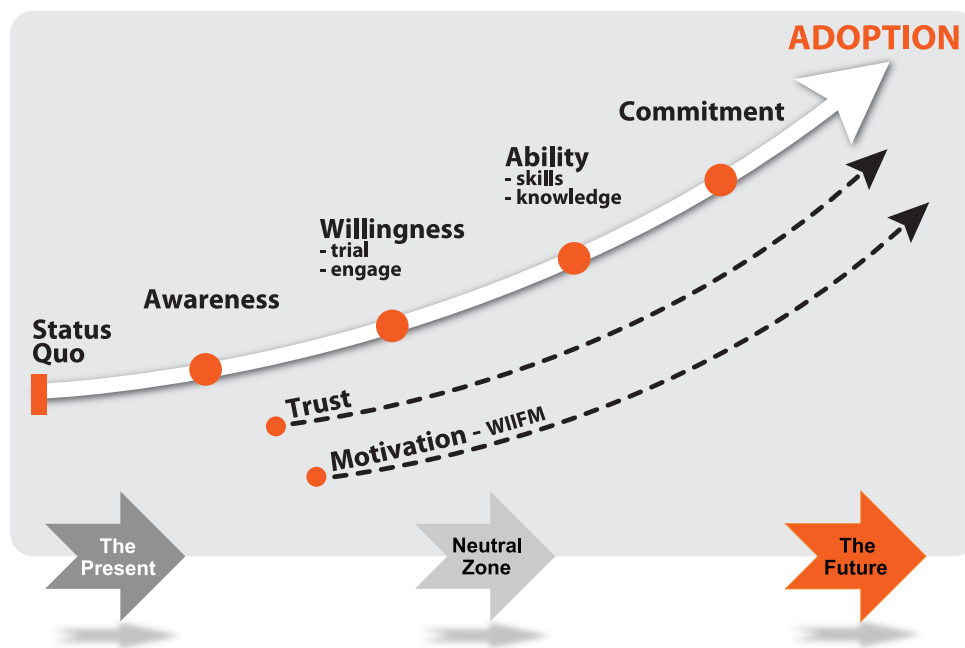
**Focus on Behavior:**



**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?

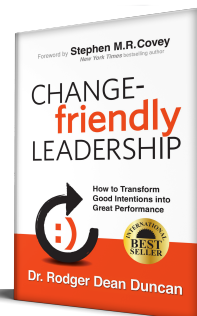






## MULTIPLE INFLUENCE OPTIONS

**H**ow 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.

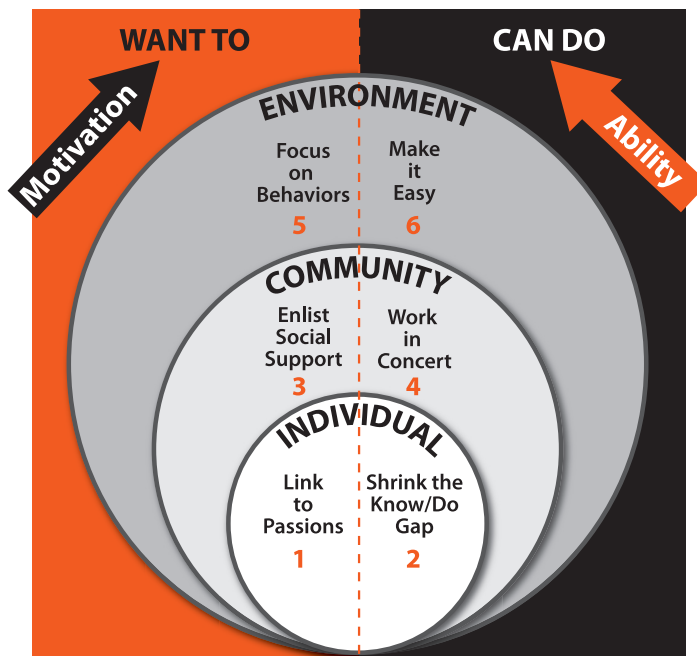


Change agents often assume that resisters either have bad attitudes or need to be motivated. While that may be true, it's often also true that the resisters need training or coaching or some other form of help in actually "doing" what they're asked to do.

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



Rodger Dean Duncan  
**CHANGE-friendly LEADERSHIP**  
p. 215-216



**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):

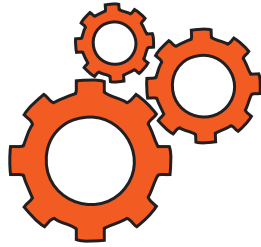
**5. Focus on Behaviors** (Environment Want To):

**6. Make it Easy** (Environment Can Do):





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the Course



## 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.

