



MIND THE GAP

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



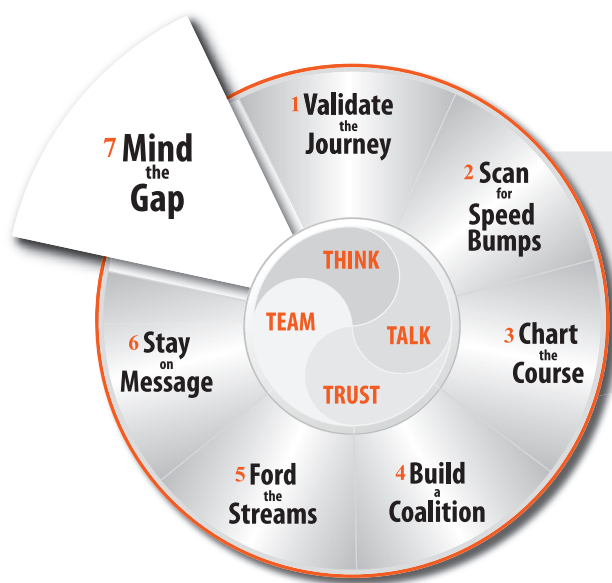
TUTORIAL

Key Points:

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



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● 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.

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NOTES

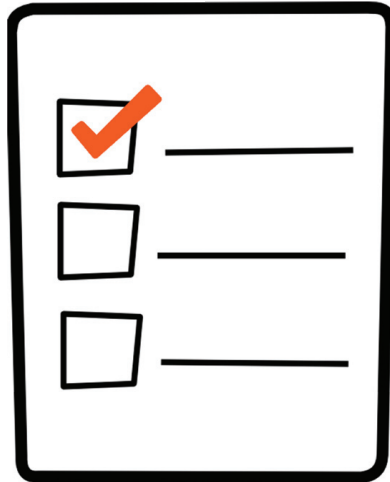


Jot down some of your key take-aways from the **Mind the Gap** tutorial.



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.

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- ☐ 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.



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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				

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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.