

# 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.

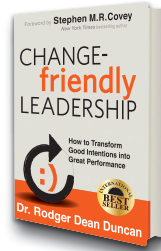
- *Maria Robinson*

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

**T**he 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





## CFI Risk Assessment

**INSTRUCTIONS** – Based on your observation of historical practice in your organization, rate each statement according to the following scale: 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree.

- \_\_\_\_\_ 1. When planning and rolling out a big project, we ensure that our messages explicitly address the WIIFM (What's In It For Me?) questions that most people ask. [VALIDATE the Journey]
- \_\_\_\_\_ 2. In making a case for change or implementation, we consider the unique needs of everyone affected. [VALIDATE the Journey]
- \_\_\_\_\_ 3. We pay special attention to the context of a change or implementation, making sure we consider the frame of reference of each stakeholder group. [VALIDATE the Journey]
- \_\_\_\_\_ 4. To help clarify performance expectations, we use SMART goals (goals that are Specific, Measurable, Attainable, Relevant, Time-Bound). [VALIDATE the Journey]
- \_\_\_\_\_ 5. Our leaders are really good at translating “vision” into plans and systems that help people do their work. [VALIDATE the Journey]

\_\_\_\_\_ **Total** for VALIDATE the Journey

- \_\_\_\_\_ 6. Our organization treats resistance to change as an opportunity to learn, discover, and clarify rather than as “bad behavior” to be corrected. [SCAN for Speed Bumps]
- \_\_\_\_\_ 7. We create a safe atmosphere so people feel comfortable expressing their concerns about a change or implementation initiative. [SCAN for Speed Bumps]
- \_\_\_\_\_ 8. We proactively work to identify whether the source of resistance is willingness/motivation or ability/skill. [SCAN for Speed Bumps]
- \_\_\_\_\_ 9. We use multiple tools (interviews, surveys, focus groups, etc.) to gather our people's candid, unvarnished opinions about upcoming change and implementation initiatives. [SCAN for Speed Bumps]
- \_\_\_\_\_ 10. As long as it's done respectfully, our leaders are okay with having someone challenge their perspectives on a change or implementation issue. [SCAN for Speed Bumps]

\_\_\_\_\_ **Total** for SCAN for Speed Bumps

- \_\_\_ 11. Before launching a change or implementation initiative, we carefully explore its potential impact on people at all levels in the organization. [CHART the Course]
- \_\_\_ 12. As planning morphs into implementation, we consider a number of options before deciding on a specific plan. [CHART the Course]
- \_\_\_ 13. For implementation success, we use multiple influence tactics to boost both the motivation and ability of our key players. [CHART the Course]
- \_\_\_ 14. We frequently examine our change approach to ensure that the implementation is not producing unintended consequences. [CHART the Course]
- \_\_\_ 15. In managing a change or implementation initiative, we use a carefully structured, step-by-step framework. [CHART the Course]

\_\_\_ **Total for CHART the Course**

- \_\_\_ 16. Throughout an initiative, our leaders communicate the necessary messages for implementation success. [BUILD a Coalition]
- \_\_\_ 17. Throughout an initiative, our leaders personally practice (or model) the behaviors needed for implementation success. [BUILD a Coalition]
- \_\_\_ 18. Throughout an initiative, our leaders reinforce the behaviors necessary for implementation success. [BUILD a Coalition]
- \_\_\_ 19. When we need it, my work group gets plenty of support from other work groups. [BUILD a Coalition]
- \_\_\_ 20. Change agents are selected on the basis of capability and credibility, not just title or availability. [BUILD a Coalition]

\_\_\_ **Total for BUILD a Coalition**

- \_\_\_ 21. We use a specific set of metrics to help us understand the effects of culture in our organization. [FORD the Streams]
- \_\_\_ 22. Our leaders truly understand the impact of change on people “in the trenches” in our organization. [FORD the Streams]
- \_\_\_ 23. We draw on the strengths of our subcultures rather than try to get everyone to see things in exactly the same way. [FORD the Streams]
- \_\_\_ 24. Our day-to-day behaviors align very closely to the values we profess to embrace. [FORD the Streams]
- \_\_\_ 25. People in our organization seem more interested in accomplishing excellent work than in who gets the credit. [FORD the Streams]

\_\_\_ **Total for FORD the Streams**

- \_\_\_\_ 26. Key sponsors and leaders of specific initiatives publicly deliver the “case for change” message. [STAY on Message]
- \_\_\_\_ 27. The “case for change” is repeatedly delivered and reinforced throughout the initiative. [STAY on Message]
- \_\_\_\_ 28. In managing change and implementation, we are very explicit in communicating the behaviors that are expected and the behaviors that are unacceptable. [STAY on Message]
- \_\_\_\_ 29. Communication feedback loops are used to ensure that the “case for change” messages are being heard and understood by key audiences in a consistent way. [STAY on Message]
- \_\_\_\_ 30. People who don’t pull their fair share of the load here are promptly held accountable. [STAY on Message]

\_\_\_\_ **Total** for STAY on Message

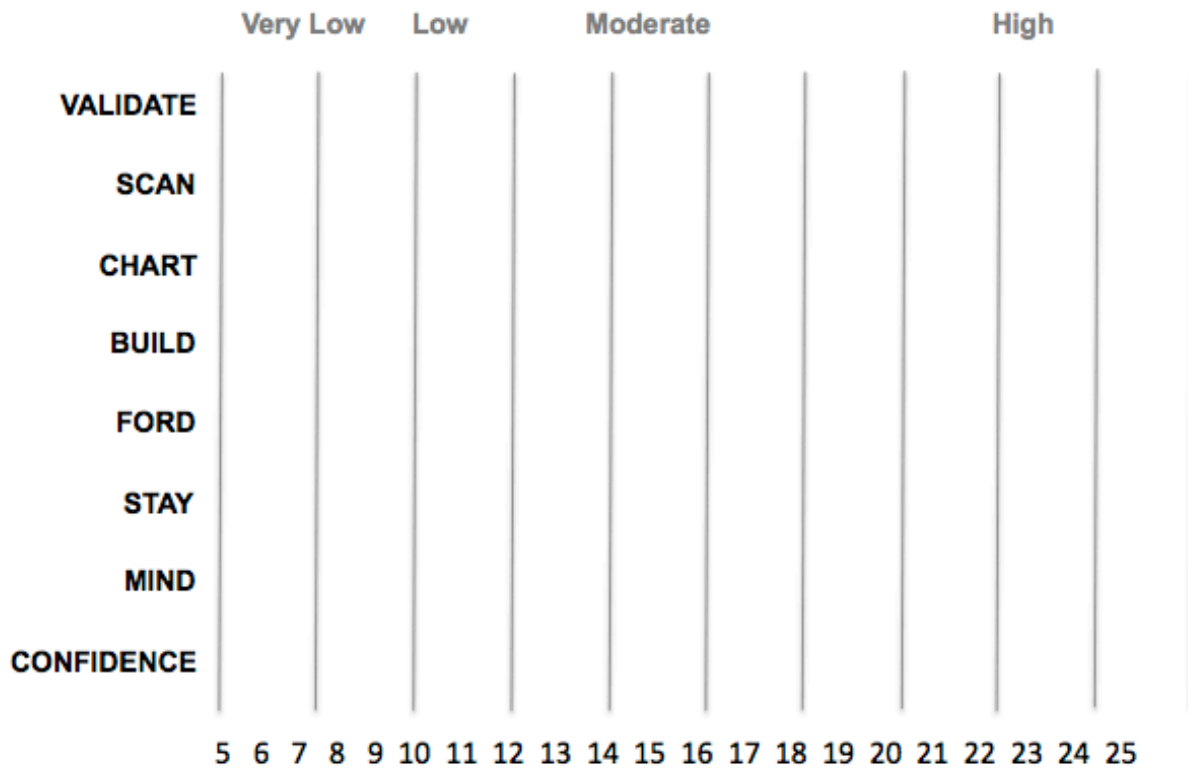
- \_\_\_\_ 31. We use a specific set of metrics to help us stay on track with our change and implementation initiatives. [MIND the Gap]
- \_\_\_\_ 32. Performance standards here are crystal clear, with no “wobble room” on what’s acceptable and what’s not. [MIND the Gap]
- \_\_\_\_ 33. We typically implement change on the intended schedule. [MIND the Gap]
- \_\_\_\_ 34. We typically implement change within the original budget. [MIND the Gap]
- \_\_\_\_ 35. Work is clearly prioritized so the organization knows where to place emphasis. [MIND the Gap]

\_\_\_\_ **Total** for MIND the Gap

- \_\_\_\_ 36. I believe our organization will successfully implement our major change initiatives. [Confidence]

\_\_\_\_ **Total** for Confidence (multiply by 5)

Now, on the next page, “plot” your total scores on the graph.



## SAMPLE

