Little Book of Big Change

A Practical Business Guide for Leading Change without Losing Your Mind
So, you’re taking on a change. And it needs to happen sooner rather than later, with as little pain and as much support as possible.

Simple, right?

Being a change leader is never easy. In fact, many change efforts fail outright. Many others never achieve their original visions.

This little book is designed to help you think about change in a way that will involve the people who can best help you be successful – formal and informal change leaders, and the people who will be affected by and must implement the change. The goal here is to help you avoid many of the landmines that can derail any change effort.

There are many books written about change, many that include lists of how-to’s and don’t-evers. This is not one of them. Nor is this e-book the last word on change leadership.

Instead, what you have here is a great collection of practical tools that will help you be successful at leading change that is collaborative, strategic, and ultimately beneficial to your company’s bottom line.
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At the risk of being repetitious, we’ll say it again: Many change efforts fail outright. Others never achieve their original visions, goals, hopes, and dreams.

Don’t let that deter you.

The truth is: Every organization undertakes change. Some of the most common drivers these days include: outsourcing departments or functional groups, mergers or acquisitions, technology platform revamps, or market dynamics.

So, while change is ubiquitous, research shows that 70% of change efforts fail. The good news is that we are getting better at knowing where and why change fails.
These are the most commonly-cited reasons for failure, according to Industry Week:

- Resistance to change
- No executive consensus
- No executive champion
- Inadequate project team skills
- Unrealistic expectations
- Staff involved too late
- No cross-functional project team

A close look at that list reveals an important insight: Change usually fails when leaders fail to manage the people side of the equation. Getting that right involves putting critical elements in place, which we explore next in Success in 3 Steps.
Misguided and poorly planned change efforts often follow winding and confusing roads. There is a better way – a change strategy we’ve honed in 40 years of experience and simplified for Success in 3 Steps. In a nutshell, you need to:

1. **Set Up for Success.**
2. **Build Leadership Alignment.**
3. **Engage Stakeholders Appropriately.**

Each of the three steps is explored in the following pages, which also provide you with specific tactics and tools for moving forward at each stage.

*Let’s get started.*
Before we start, consider this question: How is success defined and measured?

**Here's a hint:** Success cannot be measured by results alone.

To achieve true, balanced success, leaders must focus beyond just results, to how the results are achieved (process), and how people treat each other (relationship). Interaction Associate's **Dimensions of Success model** (RPR) illustrates a healthy and strategic balance of Results, Process and Relationship.

Deciding on what to focus in the RPR model is an art and a strategic decision. If you neglect the relationship dimension, you might get the results you set out for – and never want to work with those people again. If process is poor, the project may take too long and cost too much. As a leader, you need to be thoughtful when you focus on one over the other. The RPR model helps leaders know where to focus their attention. As you plan your change initiative, set up measures for each dimension.
Step 1: Set up for success

Shared Responsibility for Success

Results
• Accomplishment of the task
• Achievement of the goal

Process
• How the work gets done
• How the work is designed and managed
• How the work is monitored and evaluated

Relationship
• How people interact
• How people relate to the organization
• How people feel about their involvement and contribution

See page 6 for how to use the model.
**Step 1: Set up for success**

**Using the Model**

**Results** refers to the accomplishment of the task, or achievement of the goal.

**Process** means how the work gets done, how it is designed and managed, and how it is measured and evaluated.

**Relationship** refers to the quality of one’s experience in relating to colleagues, customers, and the organization, including the level of trust and respect.

This model is useful in determining goals and measures for the success of any endeavor.

Often, the “process” and “relationship” dimensions are leading indicators of what you can expect in terms of “results.”

Balancing results, process and relationship creates sustainable organizational change, with greater participant satisfaction.
Step 1: Set up for success

The Big Picture

The Big Picture tool lays the groundwork for collaborative action. By carefully articulating the two endpoints and the strategic pathway to the future, leaders can involve key stakeholders in a discussion of the methodology, and their level of involvement, which ensures buy-in as the project advances.

Here’s a model called “The Big Picture,” which is a comprehensive view of the path forward.

- **Context**
- **Stakeholders**
- **Where We Are**
- **How We Get There**
- **Where We Want To Go**
**Step 1: Set up for success**

*When to use this model:*
The Big Picture is a method for presenting the current state of an organization or project, the movement of the organization to a Future State and at a high level, the work that will need to take place to achieve the Future State. It is used as a “compass” for the change effort, and as a communication tool.

*The key elements of the model are:*

1. **The Current State** – This is a description of what currently exists in the organization. It may be expressed in quantitative terms or qualitative terms. Example: There are currently eight software systems used to capture data about financials. None of these databases interface with one another.

2. **The Future State** – a clear picture of what will exist in the future when the change is complete. This may also be expressed in qualitative or quantitative terms. Example: The organization will have one software system and database for all financial data. All financial data interfaces within the organization can be conducted through this software.
Step 1: Set up for success

**The Pathway to Action** – At a strategic level, this launches and articulates the project plan, and describes the streams of work necessary to ensure the Future State is accomplished. The pathway may also be broken up into phases which show how various streams of work are linked and how they relate to one another.

Let’s look at each element in the model to plan your success path.

**Context Assessment**
Assess contextual factors that will affect the planning process, including: important changes in the external environment since the last planning process.
Step 1: Set up for success

**Stakeholder Analysis**
Who are the key stakeholders for this change: the people who will be most affected, the people who can support or throw a wrench into your efforts? For more in-depth information on a stakeholder analysis, see page 23.

**Where Are You? Assess the current reality, including:**
- strengths and opportunities for improvement of current programs and operating procedures
- relationships within the organization
- relationships between the organization and key stakeholders

**Where Are You Going?**
Build an initial agreement around future directions, including:
- hopes and vision of success in the future values that will support, inform, and guide the work in the future
Step 1: Set up for success

How Will You Get There? – Designing the Pathway to Action
Design and implement a planning process (Pathway to Action) that will result in an action plan that guides the organization into the future.

The action plan must include, among other elements:

• specific goals and objectives,
• a stakeholder involvement strategy,
• design and implementation strategies and plans,
• and plans for monitoring success and ensuring sustainability.

STEP 1 TIP:
Resist the urge to just jump into a change effort. Devote enough time to thinking through the Big Picture in the beginning of a project, and share it widely. You will then have less of a need to “sell” a change once the project has begun. You’ll also eliminate many road blocks that typically emerge from uninformed partners and participants.
You can’t just build it. You’ve got to sustain it.

One of the most critical things you can do early on is identify someone to own the responsibility for sustained alignment. That person is the sponsor of the change effort.

The sponsor launches the change effort and a team, sanctions the team’s ongoing activity, and is accountable for the impact of its performance on the organization. The sponsor uses formal authority to initiate and see a change through to success.

The ideal sponsor has:
• personal clout in the relevant parts of the organization
• command of enough dollars to fund costs of the change (or at least what’s needed until other leaders sign on to the effort)
• passion about the case for change
• the ability and self-discipline to sustain active commitment
**Step 2: Build leadership alignment**

**What is a sponsor?**

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<tr>
<th>A SPONSOR:</th>
<th>Is...</th>
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<tr>
<td><strong>Is Not...</strong></td>
<td><strong>Is...</strong></td>
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<tr>
<td>- A “hands-on” manager of the team.</td>
<td>- An active liaison between the team and the organization.</td>
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<tr>
<td>- The team leader.</td>
<td>- Influential and ultimately accountable for team results.</td>
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<tr>
<td>- A part of the core team doing the work.</td>
<td>- An advisor.</td>
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<tr>
<td>- The coordinator of the team's work.</td>
<td>- A monitor of the team's overall progress toward the objectives.</td>
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<tr>
<td>- Only present for the start up and close down of a team.</td>
<td>- Readily available to help the team throughout the team’s life cycle.</td>
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<tr>
<td>- A political figurehead.</td>
<td>- A vital partner for a team’s success who makes linkages and alliances within the organization.</td>
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Convene the right leaders for early agreements about strategy, scope, budget, and schedule. Then, get them back together as the change evolves and the parameters shift over time... which they always do. If you sense or anticipate senior level disagreement as the impacts become clear, take it on! Have conversations. Build support. Whatever you do, don’t ignore it.
Senior leaders can and will use their power to withdraw resources, stop the participation of their people, and block implementation. After all, why should they pay for something they no longer support?

Sometimes the best approach is to get the right leaders together and build alignment in private, until enough agreement can be reached for sustained support and delivering clear, undiluted messages to the people who need to participate and own the change. Once you’ve talked through the key messages and built those agreements, conclude agreement building by capturing the messages from the leaders themselves.

**Two things this accomplishes**

1. It’s a good test of alignment.
2. They get to practice stepping up and articulating their common platform for change.
The case for change

Clients often tell us that our simple framework for making the case for change and building support is one of the most practical tools we offer. To get you started, we detail that framework in this section. Leaders are often astounded by how much they have in their heads that they haven’t told people. One critical job of a change leader is to communicate not only the benefits and potential for change, but also any emerging risks that others may not yet perceive.

While the message needs to be customized to the particular audience, the basic story should be consistent and repeated. The following elements of a case for change will provide a foundation for a complete message to the various stakeholders whose support is needed.

1. **The business context:** What is happening in the world, the industry, the organization that makes this change important?

2. **The presenting problem or opportunity:** What specific condition is demanding attention, and why does it matter now?

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**STEP 2 TIP:**
Recognize the power of local leaders, both formal and informal, and do what you can to support their ability to be an effective force for change. All eyes will be on them for answers: “What does all this mean? What are we supposed to do about it? What’s next for us?” Whenever possible, give them opportunities to be informed about direction and key decisions before going live to the broader organization so they can send consistent messages from a position of authority.
The implications: What is the risk of not taking action?

The desired future state: At a high level, what will be in place when the change is realized?

The benefits: If the change succeeds, what will we or the world gain by our efforts?

To “make the case for change” is to assert why change is needed and what the benefits of change will be. This forms the justification for ongoing effort and sets expectations for measuring results.

**Why a Case for Change is Important**

1. To build commitment.
2. To clarify why people are working together.
3. To uncover expectations and hopes.
4. To align those responsible for the change with each other and with the change sponsor.
5. To outline goals and milestones.
### 1. Business Context

**What**

What is happening (i.e., organizational conditions and circumstances) that merits attention and drives the need for change.

**Example**

After 4 years of an average 9% market share growth per year, we have lost significant market share in the last 6 months. Our current market share has returned to what it was 3 years ago – 31%. Customers are complaining about response time. Our sales people are losing both new and existing business. The senior executive team is committed to regaining market leadership in the next year.

### 2. Presenting Problem or Opportunity

**What**

That aspect of the current situation that calls for change.

**Example**

A cross functional team has identified customer response to inquiries as the most critical problem to solve. Recent data shows that our organization’s response time has increased by an average of 52% within the last year.
Step 2: Build leadership alignment

### KEY ELEMENTS OF A CASE FOR CHANGE

<table>
<thead>
<tr>
<th>3. Implications</th>
<th>The logical (or feared) consequences of not addressing the problem or opportunity (the “burning platform”).</th>
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</table>
| **Example**     | **If we don’t get a handle on this problem, several things will happen:**  
1. Customer complaints will continue to rise.  
2. We will continue losing even more market share.  
3. Employee morale will suffer and worsen.  
4. No bonuses this year.  
5. Significant cost cutting in the next fiscal year. |

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<tr>
<th>4. Desired Future State</th>
<th>The desired outcome of making the change.</th>
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<tbody>
<tr>
<td><strong>Example</strong></td>
<td>Every customer gets their question answered within 4 business hours.</td>
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Step 2: Build leadership alignment

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<thead>
<tr>
<th>What</th>
<th>Example</th>
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<tr>
<td><strong>5. Benefits</strong></td>
<td>Customers experience us delivering on our marketing promise.</td>
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<tr>
<td>The specific advantages or gains that will result</td>
<td>“Number one in customer service.” Our sales people can speak</td>
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<tr>
<td>from achieving the desired future state.</td>
<td>with data and conviction about our customer service metrics.</td>
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<td></td>
<td>The return to previous market share will allow us to continue to</td>
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<td></td>
<td>fund key projects, pay bonuses and return to the growth and</td>
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<td>stability that we have enjoyed over the last 4 years.</td>
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Create and communicate a Vision

While a mission, a strategy, and goals provide direction for actions and decisions, a vision provides inspiration. And people need inspiration in times of change.

What’s a vision? It’s a picture of the future that is clear enough to show people what life could be like if they succeed. It is set in the future, far enough out to allow time for real change to occur, but not so distant that it’s too abstract or lofty. A vision describes what will be in place, not the action plan to get there.

In the mid 90’s technology visionaries told stories of what internet communities would look like in the new millennium. The rest of us, including most of the high tech community, were still trying to figure what this web thing was. Today, after years of investment and change, we have social networking media such as Facebook and Twitter as well as web-enabled, virtual work teams across the globe.

STEP 2 TIP: When expressing a vision, imagine you are in the future, looking around at the change that has been accomplished. What do you see? By retelling this image in a concrete, compelling way, you engage others in the vision.
How do you create an inspiring vision? There are a number of factors to consider, but bear in mind that an inspiring vision is an image of the mission accomplished – the ideal future state made concrete through words and pictures – that inspires commitment. If you think about your vision in terms of including each of these components, it is likely to inspire others.

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<tr>
<th>COMPONENTS OF AN INSPIRING VISION</th>
<th>Example</th>
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<tr>
<td>Reflects a High Standard of Performance</td>
<td>“We deliver our customers’ packages by 10:00 A.M. the next day or they’ll get their money back.”</td>
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<tr>
<td>Describes a Unique Attribute</td>
<td>“We are known throughout the company as the most service-oriented, responsive department.”</td>
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<tr>
<td>Represents Future Accomplishments</td>
<td>“In 2010, we will have offices in New York, Milan and Tokyo.”</td>
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Step 2: Build leadership alignment

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<tr>
<th>COMPONENTS OF AN INSPIRING VISION</th>
<th>Example</th>
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<tr>
<td><strong>Conjures Up an Image or Picture</strong></td>
<td>“By the thousands, people crowd our phone and e-mail lines, asking for</td>
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<td></td>
<td>our products and services.”</td>
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<tr>
<td><strong>Presents a Unifying Theme</strong></td>
<td>“We own our company. Responsibility for decisions will be ours, from</td>
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<td></td>
<td>the moment they are made through implementation.”</td>
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<tr>
<td><strong>Addresses Common Problems</strong></td>
<td>“Think back to your last shift. How many of you missed dinners at home</td>
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<td></td>
<td>with your family to hit the goal?”</td>
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<tr>
<td><strong>Appeals to Shared Values</strong></td>
<td>“I know many of you have career goals that point toward developing</td>
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<tr>
<td></td>
<td>more supervisory experience.”</td>
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This is a big one! Lots of people talk about stakeholders. Our focus is on engaging them appropriately and this section details what we mean by that – and how to do it.

When you open up the process to stakeholder input, it can feel like a fire hose with no shut-off valve. But the consequences of not engaging people are huge.

A colleague we know often tells his clients, “When it’s time to implement, you can’t retrofit commitment.” What he’s talking about is the need to identify the critical individuals or groups who need to support or contribute to a change effort, and to involve them at the right level throughout the process. Some people will be so essential to your success you’ll need to engage them early and often. Others might be less critical players, who would be satisfied with email updates on your progress. Still other groups or individuals need to participate in a direct, hands-on way, so that their interests and expertise help shape the final solution.

**IN THIS STEP:**
You’ll learn specific criteria to consider when making a stakeholder analysis. We’ll explore a helpful model you can use to choose appropriate decision making methods throughout the change process. Finally, you’ll see how designing a change framework will help you accomplish change, while still getting the organization’s work done!
As a leader of change, you may not be the best person to do the actual work of engaging all the stakeholders.

But ensuring maximum appropriate involvement will give you confidence that you have minimized the risk inherent when all stakeholders are not engaged. A stakeholder analysis is a practical method for identifying and managing the involvement of all the right people. The process works best as a formal and structured aspect of planning change, and the resulting product is a living document which is revisited and revised on a regular basis.

To conduct an effective stakeholder analysis, consider these 7 critical questions:

1. Who are the individuals or groups that need to be considered or involved at some point in the process? Think about the people who must implement the change, individuals and groups will be affected, people who have led similar change efforts, and customers who may have insights.
Step 3: Engage stakeholders appropriately

2 What is their importance to the ultimate success? These stakeholders may be capable of blocking the change. They may also see their jobs affected. Or, they may be your end users. Their various points of view will help you get a clearer picture of the change itself and the journey to your ultimate result.

3 How can you uncover their concerns, issues, and potential contribution? “Just an email” is often not the answer. Consider facilitated meetings and one-on-one conversations with your most important stakeholders. This not only helps you get information but helps build commitment.

4 If they’re opposing the change or refusing to engage with you directly, is there someone who supports you that could provide a better link? Your network of informal leaders is helpful here.
What methods of involving and informing stakeholders would help you strike a balance between efficiency and inclusiveness? People will balk if you take up a lot of their precious time needlessly. At the same time, giving people’s input short shrift will not inspire commitment either. You might ask your stakeholders what amount of involvement they feel is necessary, or propose a method of involvement and get agreement from them.

Who are the losers, meaning the people who will have to give up positions, or people, or a valued way of working? How can you soften the blow, help them find other opportunities, or be involved in ways that help them save face and contribute? It’s easy to see how this can smooth the change process, if you put yourself in their shoes.

Who are the winners, the people who will gain the most from the change? They may be gaining political clout, or turf, or seeing their ideas adopted in the changes? How can we support their success? These people can have significant impact on the change, and can really support you in the process.
Step 3: Engage stakeholders appropriately

At Interaction Associates, we find it helps to map out the involvement strategy in phases so that people can be engaged at the right times, with specific questions.

We call this visual representation of stakeholder involvement and decision making an involvement map, or i-map.

For example, in the beginning of a process redesign, it is wise to ask key groups and individuals some open-ended questions about the problems with the current process, their ideas for improvement, and good ways to communicate with them throughout the process.

STEP 3 TIP:
The moment of truth comes in identifying the REALLY critical stakeholders - the leaders of critical teams or department, the smart people everybody listens to, the naysayers who have enough clout to shape opinions, the people who have succeeded or failed at similar efforts, who may know things you don’t. The resulting analysis becomes a highly sensitive document, not for dissemination, but to advise actions and strategies for meaningful involvement.
Decisions: Make Them Transparent

Unclear decision making is one of the most common ways change efforts get derailed. A common scenario begins with a leader soliciting input from key stakeholders. “Do it this way,” the IT director advises, thinking she is making the decision. When you, the change leader, make a different decision based on a variety of stakeholder input, the IT director is alienated and upset!

As a change leader, clear and transparent decision-making is your best friend. If you are clear up front, each stakeholder will know when and how their input will be used. At the same time, you won’t to waste time and energy in unnecessary rounds of agreement-building or, worse yet, backtracking to patch up hard feelings. Make some upfront, conscious choices about how much collaboration is appropriate for each decision needed throughout the change effort. After all, there are many degrees of collaboration between making a decision unilaterally and delegating it.

The model on the next page will help.
Step 3: Engage stakeholders appropriately

Levels of Involvement in Decision-Making

As the level of involvement in decision-making increases, so does the level of ownership or buy-in to the process and the outcome.

* Fallback can be to another level
**Step 3: Engage stakeholders appropriately**

<table>
<thead>
<tr>
<th>LEVEL OF OWNERSHIP</th>
<th>Definition</th>
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<tr>
<td><strong>Decide &amp; Announce</strong></td>
<td>The change leader makes a decision with little or no input, then announces the decision to those who will be affected by, or must carry out, the decision.</td>
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<tr>
<td><strong>Gather Input from Individuals &amp; Decide</strong></td>
<td>The change leader asks selected individuals for input (ideas, suggestions, information); then makes a decision.</td>
</tr>
<tr>
<td><strong>Gather Input from Team &amp; Decide</strong></td>
<td>The change leader asks team members or a group of stakeholders to share their ideas in a meeting. The leader decides after hearing from everyone.</td>
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**Step 3: Engage stakeholders appropriately**

<table>
<thead>
<tr>
<th>LEVEL OF OWNERSHIP</th>
<th>Definition</th>
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<tr>
<td><strong>Method</strong></td>
<td><strong>Definition</strong></td>
</tr>
<tr>
<td><strong>Consensus</strong></td>
<td>A consensus decision is one that each and every member of the group, or team, is willing to support and help implement. All key stakeholders have had an opportunity to give their opinion and to understand the implications of various options. Everyone, including the change leader, has the same formal power to support or block proposals. If consensus cannot be reached, the change leader has a fallback decision-making option.</td>
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<tr>
<td><strong>Delegate Decision with Constraints</strong></td>
<td>The change leader defines the decision that needs to be made in the form of a question(s), clarifies the constraints on the decision (e.g., budget, timeframe, quality requirements), and delegates the decision to others. The leader does not alter the decision as long as it adheres to the constraints.</td>
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Notice that the horizontal axis represents “level of involvement” and the vertical axis represents “level of ownership.” As you move up the circles from left to right, the decision-making methods require more stakeholder involvement – and so inspire in stakeholders a greater sense of ownership of the decision.
Choosing Your Decision-making Method

How do you know when to use which decision-making method? It depends on the specifics of the decision you are making. Consider these factors as you make your choice:

• **Stakeholder Buy-In.** How much do key stakeholders need to be involved so that they can confidently support implementation of the decision?

• **Time Available.** How much time can be spent on making the decision? If you need an instant decision to respond to an emergency situation, Decide and Announce is your best bet.

• **Importance of the Decision.** How important is the issue to the people in your organization or community? The more important it is, the more the people who will be affected will want to be involved.

• **Information Needed.** Who has information or expertise that can contribute to making a quality decision? Involve those experts early.
Step 3: Engage stakeholders appropriately

- **Capability.** How capable and experienced are people in operating as decision makers or as a decision-making team? If people are perfectly capable of making good decisions, why not trust them to make them? On the other hand, it may be helpful to let less seasoned employees test their decision-making “muscles” by giving them restraints and then seeing what they come up with.

- **Building Teamwork.** What is the potential value of using this opportunity to create a stronger team? A group working together on a tough decision will develop a lot over this process.

Applying clear decision-making and an appropriate level of involvement required for each decision inspires trust in the people whom you are counting on to support and implement change. As the level of trust grows in your group or organization, those you lead will become more willing to have you make decisions on their behalf. And you, in turn, will feel more trust in delegating decisions to them.
**Step 3: Engage stakeholders appropriately**

**Design a change framework**

Part of what makes change so hard on people and organizations is the dual requirement to stay on top of the change process, while simultaneously running the business. The work must go on. Just because you’re turning things upside down doesn’t mean your customers will forgive you if you falter in your ability to deliver.

To meet this challenge, leaders must put a change infrastructure in place. The more complex the change, the more robust the change infrastructure must be. The term “change infrastructure” probably sounds daunting, and costly, but it needn’t be. Simply put, it’s some combination of people and technology that enables on-going communication, meaningful involvement, and a work plan to get it done.

**STEP 3 TIP:**

In managing the change infrastructure, keep the boundaries clear. No change team or consultant, internal or external, should ever act in the role of the people who have formal authority for leading the organization. No one, regardless of their passion and eloquence, can take the place of visible and vocal leaders. True, leaders can be deeply challenged by the constant need to stay on message and in the spotlight, and they may need help.
Here are three examples of change infrastructures, sized according to the complexity and depth of change:

1. A pharmaceutical team needed to learn some lessons from past challenges and, from that learning, implement changes in roles and work processes. The only infrastructure it needed was a short-term planning team (comprised of the project manager, the team’s leader, and an Interaction Associates consultant) and a work plan for meetings and milestones.

2. A financial services corporation launched a major transformation in strategy and culture. The leader chartered a dedicated core transformation team, with ad hoc extenders in the communications, Human Resources, training, and Information Technology groups. Sub-teams were put in place to lead tracks of work, such as organizational design and development of a new market for the company’s services. The transformation team developed web-based capability to conduct spot surveys for quick feedback, disseminate brief news releases to keep people current with evolving changes, and rapidly provide special management communiqués, so that local leaders could be informed in advance of broadcast announcements.
During the final stages of a medical center restructuring, a change leader convened a group of respected advisors (“the people everybody trusts”), representing several levels in the organization. She met with them on a regular basis to keep her informed about how the process was going, and where there were issues resulting from changes in the reporting relationships and expectations of staff.
Six Things to Do First

Let’s look at how you can use the information in this ebook as a step-by-step plan to design and lead your change.

1. Understand the Dimensions of Success and determine what “success” means in the context of this change. Apply simple metrics to measure all three dimensions, and keep all three dimensions in mind as you move forward.

2. Use The Big Picture to frame your thinking. Review and complete each element in the model to plan your success path. Use this model as a simple visual to explain the change to others.

3. Build a Case for Change and secure leadership support, including a Sponsor. Get all leaders singing from the same songbook about the need for change, and what’s in it for stakeholders. Be sure to include informal leaders, who can be your best allies.
Create and deliver a Vision to inspire others. Make it as compelling and concrete as possible.

Conduct a stakeholder analysis and make decision making methods clear. Remember that stakeholders are not just leaders and department heads, but the people who will be affected by the change. As you choose decision making methods, remember that maximum appropriate involvement is what you’re aiming for, to get the most buy-in and the best decisions.

Put a change framework in place, using the examples given. A “change framework” consists of a combination of people and technology that enables on-going communication, meaningful involvement, and a work plan to accomplish the change. Keep your change framework the simplest it can be while still being effective.
About Interaction Associates

Interaction Associates (IA) is a 40-year firm specializing in the development of Facilitative Leaders. We equip these leaders to solve complex problems and achieve extraordinary results by leveraging the power of people working together. Since 1969, we have partnered with global leaders across all industries, and many of the Fortune 100, to transform the way people lead, and are led, at every level in an organization.

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A final thought.

Change takes courage
As a change leader, you need the courage to put change into motion – to put your reputation on the line, to make a claim for something better. Whether improving the dynamics of a small team, or achieving an organizational transformation, significant change does not come easily. When people’s lives are affected, they react. Leaders need to make peace with this tough reality.

Throughout any change process, you can expect lots of noise from some sectors, and deafening quiet from others. Some people will object in writing. Others will avoid meetings. People may even attribute motives to you that are exaggerated at best, distorted at least, and sinister at worst.

Some leaders are particularly resilient in the face of these challenges. Beyond strong convictions and a good measure of self-esteem, they have ways to bolster their resolve and sustain attention and focus, and, ultimately, achieve successful outcomes. They embrace the unique responsibility of the change leader.