

Business Tips - Change Management



DNA Behavior®

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THE ULTIMATE LEADING CHANGE CHEAT SHEET

1. Diagnose the situation

SWOT Analysis

Strengths	Weaknesses
Opportunities	Threats

Systems Thinking Model

Boundaries	Environment
Elements	Inputs
Relationships	Outputs
Purpose	Feedback Loops

Assess the current situation, pinpoint issues and opportunities, and set objectives.

2. Define the needs

SMART Goals

Specific, Measureable, Achievable, Relevant, Time Bound

Kano Model

Happy Customer	
Delighter	Satisfier
Indifferent	Basic
Unhappy Customer	


Understand the expectations, goals, and requirements of the followers, stakeholders, and organization.

3. Choose leadership style

Situational Leadership

Directing	Coaching
Supporting	Delegating

DISC Assessment Model




- Dominance
- Influence
- Conscientiousness
- Steadiness

Choose the suitable leadership style considering the situation, followers' needs, and personalities.

4. Communicate the vision

Golden Circle Method



- Why = Purpose
- How = Process
- What = Outcome

Storytelling Model

- Setup
- Climax
- Conflict
- Resolution


Articulate a clear and compelling vision of the desired future state that aligns with the goals and objectives.

5. Motivate & persuade others

Cialdini's 6 Principles of Persuasion

- Reciprocity
- Scarcity
- Authority
- Consistency
- Liking
- Consensus

Maslow's Hierarchy of Needs



- Self Actualization
- Esteem
- Belonging
- Safety Needs
- Physiological Needs

Use rewards, recognition, appeals, stories, and emotions, to influence others to join and support the change effort.

6. Build trust & rapport

Johari Window Technique

Known to Self	Open Area	Blind Area
	Hidden Area	Unknown Area

Lencioni's 5 Dysfunctions of a Team

- Absence of trust
- Fear of conflict
- Low commitment
- Avoidance of accountability
- Neglecting results

Build positive, honest relationships with followers and stakeholders.

7. Resolve conflicts & issues


Thomas-Kilmann Method

Competing Win-Lose	Collaborating Win-Win
Lose-Lose Avoiding	Accommodating Lose-Win
Comprising Win-Win	


Find and resolve disputes among stakeholders using negotiation, mediation, or arbitration.

8. Execute the plan of action

Gantt Chart Actions



Pareto Principle (80/20 Rule)



Execute the developed strategy and action plan from Step 2 with suitable resources and methods.

9. Monitor & control processes

Balanced Scorecard

Financial: ROI, Growth	Customer: NPS, Loyalty
Internal Process: Inventory, Labor	Learning: Culture, E-SAT

Measure and monitor change progress with indicators and feedback.

10. Adapt to changes

Kotter's 8 Steps for Leading Change

Create	Empower
Build	Generate
Form	Consolidate
Communicate	Institutionalize

Be ready for changes, adapt and respond.

11. Ensure quality & effectiveness

Six Sigma Methodology

Define, Measure, Analyze, Improve, Control

Kaizen Approach

Identify	Plan
Standardize	
Implement	Evaluate

Ensure the change effort meets or exceeds the expectations and requirements of the organization.

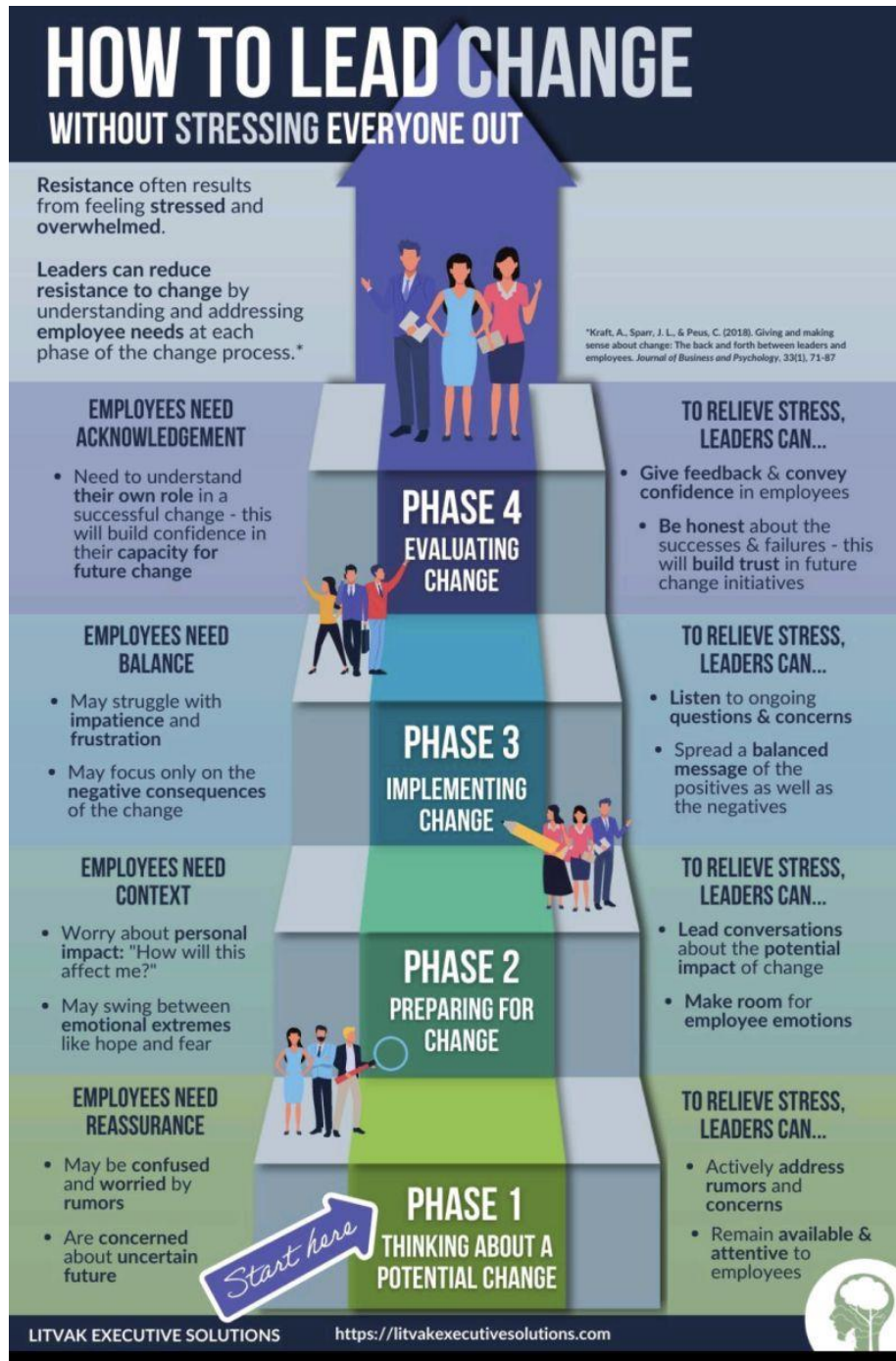
12. Evaluate the results

Kirkpatrick's 4 Levels

Reaction	Learning
Behavior	Results

Measure, assess, and recognize performance.

How To Lead Change Without Stressing Everyone Out



ADAPTING TO CHANGE CHEAT SHEET

1. Acknowledge & Understand the Change

Kotter's 8-Step Change Model

- Establish: Create urgency
- Formulate: Develop a vision
- Empower: Enable action
- Consolidate: Reinforce gains
- Build: Form a coalition
- Communicate: Share the vision
- Generate: Achieve wins
- Institutionalize: Make change lasting

- Identify what needs to change and establish a sense of urgency.
- Engage and prepare stakeholders for change - a guiding coalition.
- Conduct town hall meetings, open discussions, and use surveys.

2. Communicate Effectively

Prosci's ADKAR Model

- A** Awareness (Current Stage)
- D** Desire (Current Stage)
- K** Knowledge (Transition Stage)
- A** Ability (Transition Stage)
- R** Reinforcement (Future Stage)

- Raise awareness about the change's necessity.
- Foster desire in employees to participate and support.
- Regularly update staff via email, intranet, and meetings.
- Train effective communication skills.

3. Assess & Plan

SWOT Analysis

- Identify internal strengths and weaknesses.
- Analyze external opportunities and threats.
- Develop strategies from findings.

Scenario Planning

- Develop different scenarios based on possible futures.
- Plan responses for various potential challenges.
- Regularly update scenarios as external conditions evolve.

4. Train & Support Your Team

Skill Gap Analysis

- Assess current vs. required skills.
- Identify specific training needs.
- Implement training programs.

Mentor & Resource Groups

- Pair experienced employees with newer ones - Mentorship Program.
- Establish Resource Groups based on common interests or goals.
- Monitor progress; give feedback.

5. Implement the Change Gradually

Agile Method & Pilot Testing

- Break down changes into small, manageable increments.
- Implement changes in short, iterative cycles (sprints).
- Test changes in a controlled, small environment.
- Gather data and feedback from the pilot.
- Adjust plans based on pilot test results.

6. Monitor, Evaluate, & Adapt

Balanced Scorecard

Financial: ROI, Growth	Customer: NPS, Loyalty
Internal Process: Inventory, Labor	Learning: Culture, E-SAT

- Set clear, measurable objectives.
- Regularly track performance against these objectives.
- Adjust strategies based on performance data.

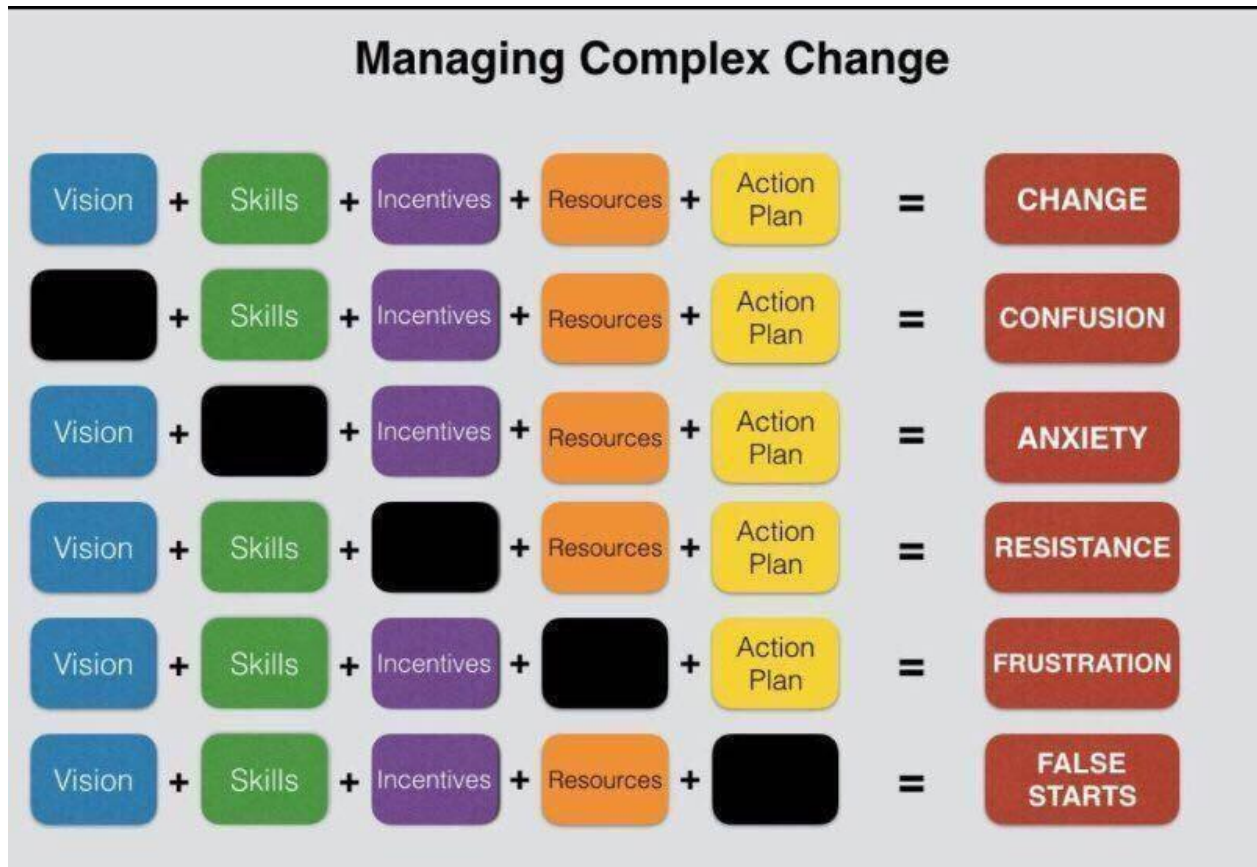
Feedback Loops

- Collect ongoing feedback from all.
- Make changes based on feedback.

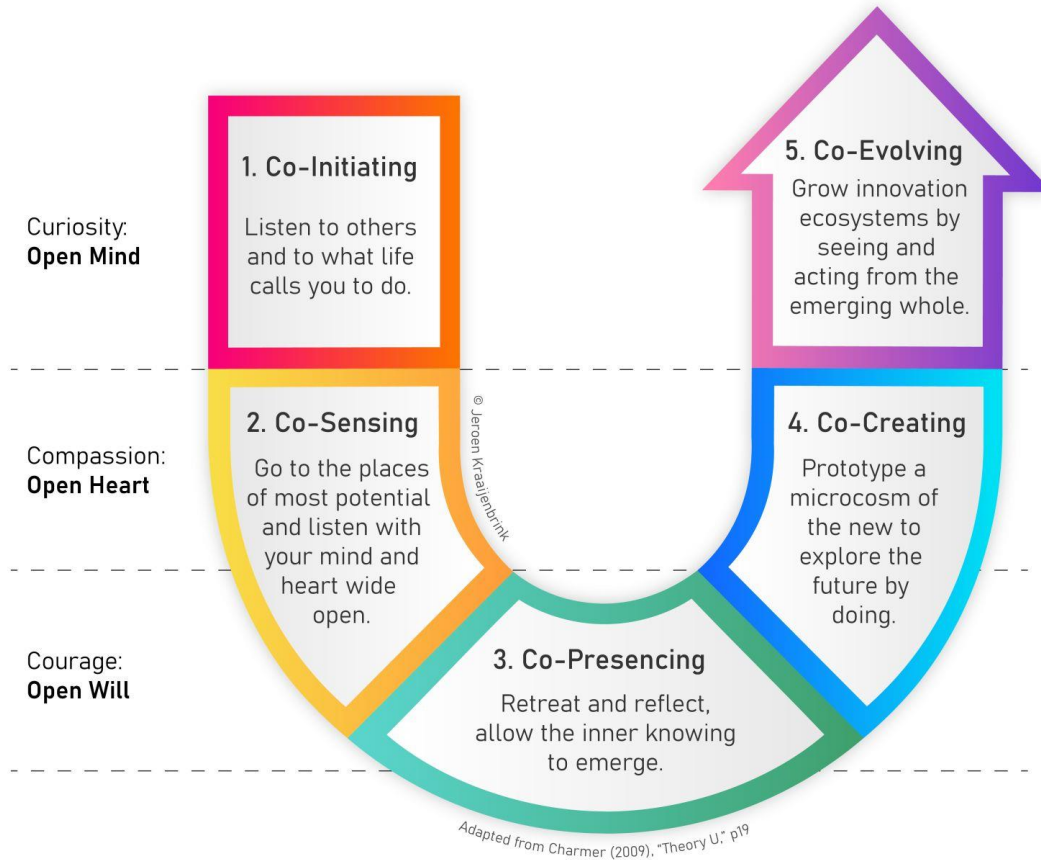
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Managing Complex Change

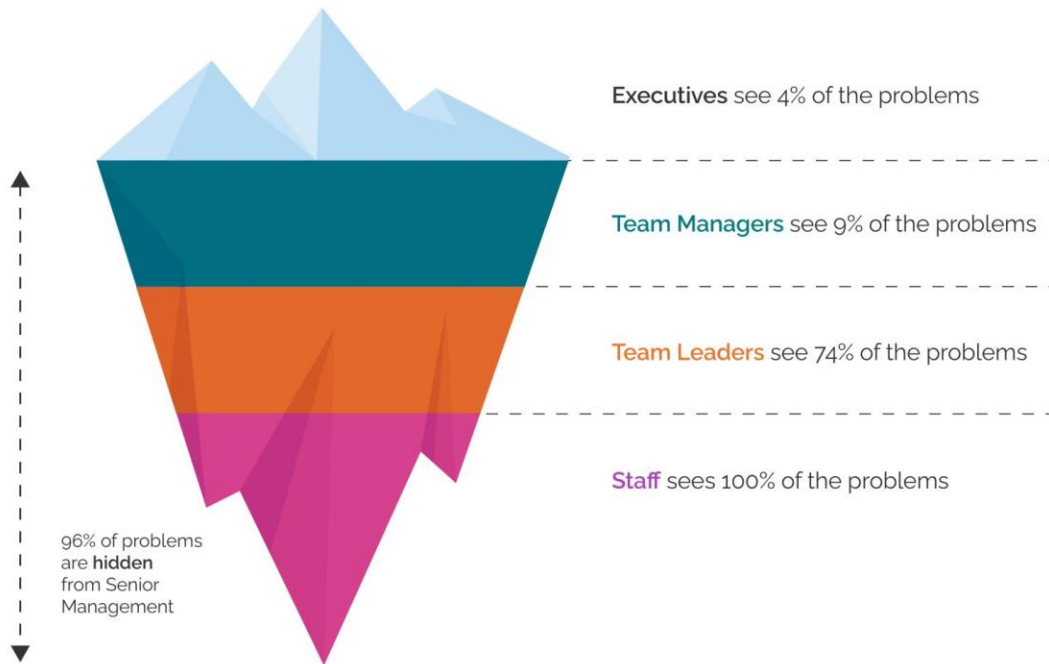


Theory U: The True Nature of Change



Iceberg of Ignorance

How the “Iceberg of Ignorance” Affects Your Strategy



© Visual Jeroen Kraaijenbrink based on Sidney Yoshida's work (1989)

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