



The Hard Side of Change





Hard Factors Affecting Change Initiatives

If companies don't pay attention to the hard issues first, transformation programs will break down before the soft elements come into play."

Sirkin, Keenan, Jackson, 2005



3 Characteristics of “Hard Factors”?

1. Can measure presence/absence of the factor
2. Can easily explain the factor

3. Can influence these factors *quickly*





Hard Factors Affecting Change Initiatives

- Research on over **1000** change efforts
- **Link** between “hard factors” and success of change efforts



Hard Factors Affecting Change Initiatives

Outcomes (success or failure) of change programs are correlated with four hard factors:

- D *Duration*
- I *Performance integrity* or capabilities of project teams
- C *Commitment* of senior executives and staff affected
- E *Additional effort* employees must make due to change



Simple to calculate

- Rate each on a scale of 1-4
- Score = $D + (2 * I) + (2 * C1) + C2 + E$



See article, and DICE worksheet
in your binder



[D]	[I]	[C ₁]	[C ₂]	[E]

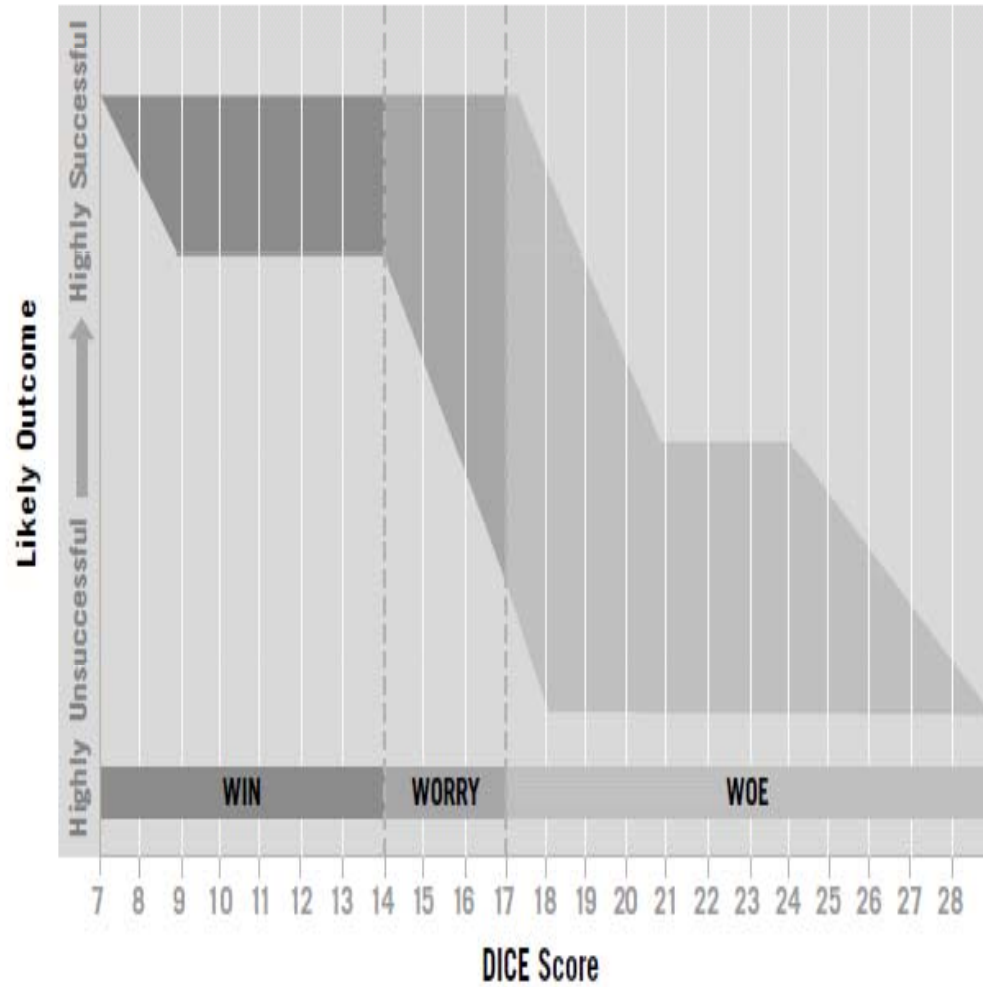
Calculate



$$\text{DICE SCORE} = D + 2I + 2C_1 + C_2 + E$$



Plot



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Improving your odds - use DICE framework





What concrete and measurable actions can you take to improve:

- **Duration**
- **Integrity of change team**
- **Commitment – leadership and employees**
- **Effort for all employees affected**

Based on DICE article, earlier presentations, and your experience!



Duration

- Review bi-monthly or every 2 weeks for complex projects
- Schedule and assess milestones
- Review risks and i.d. new risks
- Ask questions:
 - Is there a need to change resources?
 - Is there a change in direction from the top?
 - Any changes in team?
- Split project into short and long timelines



Integrity of change team

- Start with careful and deliberate selection
- Senior executives can “interview” team leaders before selecting
- Move a leader from another project team that has been successful
- Include supporters and resisters
- Don't allot more than 50% of employee's time to change project



Commitment (starts with influential leaders)

- Talk up initiative 3X more than natural
- Consistent messaging over time
- Consistent messaging across leadership
- Ensure the message is convincing
- Road-shows and walk-about



Effort of all employees affected

- Do a concrete calculation – how much employee time will be taken up while change is in progress. Should be **less than 10%**.
- Maximize time and skill-set
 - Bring on staff to do routine activities to free up time
 - Outsource some activities temporarily
- Prioritize initiatives and delay some projects
- Don't rely on those who are part of other change efforts