

What Is Your Goal?

System: Plan

People will not change if they don't know what the end goal is. What is it that you want to achieve? Can you paint a picture of a better world, or a better organization? Can you point to a vision and destination that people can agree to?

Where Is It Going Well?

System: Plan

Often a good way to introduce change is to find an example of things going well, and then to copy that behavior elsewhere. Can you name a situation that can act as a shining example of how you want things to be? Is there a bright spot of good behavior?

What Are the Crucial Steps?

System: Do

You cannot introduce change if you don't know exactly what people need to do. What are the crucial steps that people have to take? How do you define good behavior? Can you list a few critical moves that people should be making?

When and Where Do You Start?

System: Do

Timing and momentum can be very important for every change initiative. There is a right place and time for everything. What is the best place and time for your efforts? Will you start small or big? Will you start now or later?



How Do You Measure Results?

System: Check

When you don't measure results you won't know if your change initiative is going well. How do you plan to test if things are going well? How will you measure progress? And do your metrics enable learning instead of distorting system behaviors?



How Do You Get Feedback?

System: Check

Without feedback there can be no improvement. What plan do you have for collecting feedback from the people involved? Who will give you input on your change initiative? Which people will be positively critical? How will you inspect and adapt?



How Do You Accelerate Results?

System: Act

Short feedback cycles are better than long ones. How will you make sure that there are useful short-term results? How will you generate quick wins that help you fine-tune your goals and consolidate gains to produce even more change?



Are You Committed?

Network: Initiators

No change effort can succeed without change agents being fully committed. Do you have the time, energy and resources available to actually pull it off? Are you dedicated to your cause and your goal, and not distracted by other work and projects?



Who Is Assisting You?

Network: Initiators

Successful change agents rarely work alone. Many initiators create a guiding coalition of people who help them, either openly or behind the scenes. Who is helping you in your change initiative? Who will give you moral support?



Who Will Be the Innovators?

Network: Innovators

Every change initiative starts with a first selection of people who are most likely to convert and adopt the change. Who are your innovators? Which people are eager to try out the new behavior? Where in the social network will you start the change?



Who Are the Early Adopters?

Network: Early Adopters

Change spreads more easily through a social network when influential people adopt the new behaviors. Who are the connectors who can influence a lot of people? Who are the local sponsors who can bring your change to certain parts of the network?



How Will the Leaders Help?

Network: Early Adopters

Change spreads more easily when recognized leaders are endorsing the change initiative. How do you get social support from powerful figures, top managers, competency leaders and influential study groups?



How Do You Reach the Early Majority?

Network: Early Majority

At some point you cannot address people individually anymore. You have to rally the herd in another way. How do you reach the early majority? How do you make people understand what's good for a few will be good for the many?



How Can You Make It Viral?

Network: Early Majority

Part of the challenge of reaching the majority is to delegate your work to other people. You cannot communicate the benefits of change to each and every person, and so other people must do this for you. Can the change initiative become contagious? Is there some kind of snowball effect?



How Will You Deal With Skeptics?

Network: Late Majority

With every change initiative there will be skeptics. Can you find ways to make use of the skeptics? How will you deal with troublesome people? Do you plan to learn from the feedback of cynics?



How Will You Prevent a Relapse?

Network: Laggards

Sometimes change initiatives are called “successful” too early, and then the system slowly slides back into its old behavior. Can you prevent this from happening?



How Will You Communicate?

People: Awareness

People will not know that change is needed when you don't communicate it effectively. How do you intend to communicate your goals and change plans? What will you do to increase awareness among people of the need for change?



How Will You Set an Example?

People: Awareness

People are more eager to follow those who are able to set a good example. There must be consistency of what you preach and what you do. How do you intend to show people the way? How will you lead by example?



How Do You Make It Urgent?

People: Desire

There is a difference between important and urgent. People usually focus on what is urgent, and not on what is important. Can you make the important stuff feel urgent? Can you make people feel the crisis and the need for change?



How Do You Make it Desirable?

People: Desire

People change their behaviors when it makes them feel better. How do you match the change with people's intrinsic desires? Change agents know they might have to feed people good ideas with spoons full of irresistible effects. Can you make the change feel desirable?



How Will You Teach Them?

People: Knowledge

The way a message is conveyed is as important as the message itself. How will you craft the message you will bring to the people? Will you use metaphors, stories, exercises, discussions, or games? Can you move their minds and their bodies? And can you let them teach each other?



Who Will Be Teaching?

People: Knowledge

Many people need help when trying to change, and it is important to consider who will assist them. Who will help people to change? Will it be an expert from outside, or a mentor they know personally? Which gurus or coaches will be involved?



What Makes It Easy?

People: Ability

For many people change is harder than you think. That's why you must make it as easy for them as possible. Can you reduce the change to very small and simple steps? Can you adapt the change with a personal touch to accommodate people's circumstances?



How Can They Practice?

People: Ability

For many people change takes skill and practice. They cannot simply change overnight. It takes time and effort to learn how to do things well. How will you enable people to practice their skill and discipline? How do you help them to grow competence?



What Are the Short-Term Wins?

People: Reinforcement

When people change they need to see that they're doing a good job. How will you generate short-term wins so that people actually see progress? How will you achieve small successes that show the evidence that the change is worth people's commitment?



What Makes It Sustainable?

People: Reinforcement

The sustainability of new behavior is best achieved when you can turn the boring parts of it into something that is fun. Can you anchor your new approach in people's minds by adding social, competitive, or other addictive dimensions, so that people want to keep on doing it?



How Do You Radiate Information?

Environment: Information

A crucial part of many change initiatives is to change the environment so that people better understand what's going on. How will you make sure that change can be seen by everyone? How will you make the invisible visible, and broadcast the need for change to everyone?



How Do You Ease Communication?

Environment: Information

Sometimes you must help people communicate better so that good behavior spreads more easily across the network. How will you ease communication of the people involved? Can you shorten the distance or increase the bandwidth of communication?



What Is the Group Identity?

Environment: Identity

It often helps when people feel part of a bigger group, because they feel committed to do whatever expresses the group's identity. Can you connect your change initiative to a higher identity that people gladly associate themselves with?



How Can You Grow Peer Pressure?

Environment: Identity

Behavior is contagious when people pressure each other to change. Can you use the power of peer pressure, so that people convince each other to adopt the new behaviors? How can you let pressure in the social network do the work for you?



Can You Incentivize Good Behavior?

Environment: Incentives

Sometimes what people need is some recognition for their good behavior. Do you intend to pat them on the back when they do well? Do you have plans for incentives or rewards that motivate them to show good behavior?



Which Barriers Will You Remove?

Environment: Infrastructure

Change initiatives are often thwarted by barriers in the environment around the people. This prevents them to change and it inhibits good behaviors from spreading. What barriers in the environment have you identified? How will you remove them?



Which Guides Will You Place?

Environment: Infrastructure

Sometimes all is needed for people to change is better visual guidance in the right direction. How can you change the environment to make change easy and unavoidable? Can you tweak the environment and apply some visual management?



Who Can Make the Rules?

Environment: Institutes

Self-organizing people and teams have a tendency to optimize for themselves. But it is important that people also keep an eye on the organization (or society) as a whole. Can you introduce some rules without a stifling government? Can you urge people to come up with some form of governance by themselves?

MANAGEMENT 3.0 **Agile Leadership Practices**

Change Agent

The cards in this document are part of the Management 3.0 course. They are used in the Change Agent exercise, of which you can find a description at the following location:

<http://www.management30.com/change-agent/>