

Learning from history

	Question	Rating	1 Not true	2	3	4	5	6	7 Very true
1	A poor record of identifying and resolving conflict and interpersonal issues during change								
2	Change has tended to go off track because it has not been clear who is responsible for taking things forward								
3	Change has not engaged potential leaders but put them offside								
4	Too often leaders do not understand the impact of a change on other parts of the organisation								
5	We have tried to rush changes and trailed to embed them effectively in the way we operate								
6	A too rigid view of the way that things should be done has hindered effective changes								
7	Co-operation between different groups in making change happen has been weak in the past								
8	Past change initiatives have been poorly monitored by leaders								
9	People rarely express their opinions openly about issues								
10	People expect little to happen when change is announced .. based on the past								
11	People often do not express their opinions about how changes affect them								
12	The leaders often do not share the same goal for change								
13	Leaders of change have not been disciplined enough to undertake day-to-day steps in change								
14	Past initiatives have been poorly communicated to people – leaving them confused about what it means								
15	Difficult issues and groups are not often tackled and are allowed to undermine changes								

Completion notes

- Pick out 2-3 previous significant changes, especially ones that are somewhat similar to the change envisaged and analyse the extent to which each of these statements is true. This analysis is especially illuminating on changes that at least some groups perceive did not succeed
- Completion can be done by a group review (eg the leadership team) or individual interviews around the changes but it is important that a good cross-section of people are involved with experience and understanding of the examples used
- The patterns that come out of this analysis can be quite revealing
 - if individuals have completed interviews then different 'wiggle charts' can be produced from the ratings to show how different groups perceive what happened. This can provide insights into where execution fell down
 - Even with only one group the scores can be discussed and used to identify key risks for the change. These can then be explicitly addressed for the planned change

www.4betterchange.uk