End-of-Chapter Exercises

Toolkit Exercise 10.1

Critical Thinking Questions

Self Managed Work Teams at South Australian Ambulance Service is a case available on the book’s website that will help you think about the use of measurement to advance change initiatives. Ray Main is part way through a transformational change in this agency and is thinking about what he needs to do to bring the changes to a successful conclusion.

As you assess the case, give careful thought to the role that measurement related change tools identified in this chapter could play in clarifying what needs to be done, developing plans, setting targets, and in measuring progress so that action plans can be adjusted along the way.

* What do you think Ray should do and what role should measurement play in his plans?
* Develop an action plan for Ray.

[The Beauty of Data Visualization](http://www.ted.com/talks/david_mccandless_the_beauty_of_data_visualization.html) – Video of 21:27 minutes

TED talk by David McCandless, on the value of visualizing data in order to draw new meaning and insights from complex data in order to better design, innovate, make better decisions, etc. Can be a useful video prior to discussing the development of information and metrics to help frame change, change views, and guide change initiatives.

* Give an example of how the reframing of data might bolster the change process in each of the four stages.
* How might the data presented in the video prompt change? Explain.

[Susan Colantuono: The career advice you probably didn’t get](http://www.ted.com/talks/susan_colantuono_the_career_advice_you_probably_didn_t_get?utm_source=email&source=email&utm_medium=social&utm_campaign=ios-share): Video of 13:57 minutes

* How do the skills Colantuono talks about matter to measuring and implementing change?
* How should organizational leaders imbed the skills that Colantuono talks about into the organization in order to create continuous change?

Toolkit Exercise 10.2

Reflecting on the Impact of Measures and Control Processes on Change

Think of a change initiative that you are familiar with.

1. What measures and control processes were employed in tracking and guiding the change initiative? Were they consistent with the vision and strategy of the change? Were they viewed as legitimate by those who would be using them?

2. How was the measurement information captured and fed back to those who needed to use it? Was it a user-friendly process and did the information arrive in a useful and timely form?

3. Did the change managers consider how the measures might need to evolve over the life of the change initiative? How was this evolution managed? By whom?

4. Were steps taken to ensure that the measures used during the change would be put to proper use? Were there risks and potential consequences arising from their use that would need to be managed?

5. Were goals and milestones established to plot progress along the way and used to make midcourse corrections if needed? Were the smaller victories celebrated to reinforce the efforts of others when milestones were achieved?

6. What were the end-state measures that were developed for the change? Were they consistent with the vision and strategy? Were they viewed as legitimate by those who would be using them?

7. How was the end-state measurement information captured and fed back to those who would need to use it? Was it a user-friendly process?

8. Were steps taken to ensure that the measures would be put to proper use? Were there risks and potential consequences arising from their use that would need to be managed?

Toolkit Exercise 10.3

Application of Simon’s Control Systems Model

Consider a change you are familiar with.

**1.** Describe the control processes and measures that were used with the change (i.e., the belief, interactive, boundary, and diagnostic controls). When and how were they used and what was their impact?

a. During the earlier stages of the change initiative

b. During the middle stages of the change initiative

c. During the latter stages of the change initiative

**2.** Were there forbidden topics in the organization, such as questions related to strategy or core values? Were those limits appropriate and did anyone test those limits by raising controversial questions or concerns? Were small successes celebrated along the way?

**3.** What changes could have been made with the control processes and measures that would have assisted in advancing the interests of the change?

**Toolkit Exercise 10.4**

**Aligning the Change With Systems and Building the Balanced Scorecard for the Change**

Think about a change you are familiar with.

1. State the mission, vision, and strategy for the change.

2. Consider the mission, vision, and strategy of the organization:

* Is the proposed change consistent with these?
* If not, what needs to be done with the change or the existing mission, vision, and strategy to bring them into line?

3. Financial component of scorecard: If you succeed with the change vision, how will it appear to the shareholders or those responsible for funding the change?

How will you know (objectives and metrics)? Are some of these leading indicators while others are lagging indicators?

4. Customer component of scorecard: If you succeed with the change, how will it appear to your customers?

How will you know (objectives and metrics)? Are there leading and lagging indicators here?

5. Internal business processes component of scorecard: If you succeed with the change, how will it appear in your business processes?

How will you know (objectives and metrics)? Are there leading and lagging indicators here?

6. Learning and growth component of scorecard: If you succeed with the change, how will it appear to your employees and demonstrate itself in their actions?

What about the information and organizational capital? How will you and they know (objectives and metrics)? Are there leading and lagging indicators here?

7. Lay out the scorecard you’ve designed for your change and seek feedback.

8. Show how the different components are connected to each other by developing a strategy map for the change in the space below.

Toolkit Exercise 10.5

Using the Risk Exposure Calculator

Consider a change initiative that you know is currently being considered for adoption and apply the risk exposure calculator to it.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | | | Score |
| Change Pressure | Pressure to produce  Low High  1   2   3   4   5  Score: | Level of ambiguity  Low High  1  2  3  4  5  Score: | Experience with change  High\* Low  1   2   3   4   5  Score:  \*Note: High and Low anchors are reversed for this item. | Out of 15 \_\_\_ |
| Change Culture | Degree to which individuals are rewarded for risk taking  Low High  1   2   3   4   5  Score: | Degree to which executives resist hearing bad news  Low High  1  2  3  4  5  Score: | Level of internal competition  Low High  1   2   3   4   5  Score: | Out of 15 \_\_\_ |
| Information Situation | Degree to which situation is complex and fast changing  Low High  1   2   3   4   5  Score: | Level of gaps that exist in diagnostic measures  Low High  1  2  3  4  5  Score: | Degree to which change decision making is decentralized  Low High  1   2   3   4   5  Score: | Out of 15 \_\_\_ |
| Total Score = | | | | |

Using scoring criteria consistent with that developed by Simon:

* If your score is between 9 and 20, you are in the safety zone.
* Between 21 and 34, you are in the cautionary zone.
* Between 35 to 45, you are in a danger zone.

1. Does the organization have an appropriate level of risk taking given the nature of the business it is in? Does it play it too safe, about right, or does it take excessive risks?

2. Does the approach help you in thinking about risk and what factors may be contributing to the overall risk levels?

3. Do the findings help you to think about what can be done to make the levels of risk more manageable?Toolkit Exercise 10.6

Applying the DICE Model

Consider a change initiative that you know is currently being considered for adoption and apply the DICE model to it.

* Duration: How frequently is the project formally reviewed?

a) Time between project reviews is less than 2 months—1 point

b) Time between project reviews is 2–4 months—2 points

c) Time between project reviews is 4–8 months—3 points

d) Time between project reviews is more than 8 months—4 points

* Duration Score = \_\_\_\_
* Integrity: How capable is the project team leader? How capable and motivated are team members? Do they have the sufficient time to devote to the change?

a. Leader is respected, team is capable and motivated, and members have sufficient time to commit to the project—1 point

b. If leader or team is lacking on all these dimensions—4 points

c. If leader and team are partially lacking on these dimensions—2 to 3 points

* Integrity of Performance Score: (Your Initial Score × 2) = \_\_\_\_
* Commitment of Senior Management: How committed is senior management to the project? Do they regularly communicate the reasons for the initiative and its importance? Do they convincingly communicate the message and their commitment? Is the commitment to the project shared by senior management? Have they committed sufficient resources to the project?

a. If senior management clearly and consistently communicated the need for change and their support—1 point

b. If senior management appears neutral—2 to 3 points

c. If senior management is reluctant to support the change—4 points

* Senior Management Commitment Score: (Your Initial Score × 2) = \_\_\_\_
* Local Level Commitment: Do those employees most affected by the change understand the need and believe the change is needed? Are they enthusiastic and eager to get involved or concerned and resistant?

a. If employees are eager to be engaged in the change initiative—1 point

b. If they are willing but not overly keen—2 points

c. If they are moderately to strongly reluctant to be engaged in the change—3 to 4 points

* Local level Commitment Score = \_\_\_\_
* Effort: What incremental effort is required of employees to implement the change? Will it be added on to an already heavy workload? Have employees expressed strong resistance to additional demands on them in the past?

a. If incremental effort is less than 10%—1 point

b. If incremental effort is 10% to 20%—2 points

c. If incremental effort is 20% to 40%—3 points

d. If incremental effort is greater than 40%—4 points

* Effort Score = \_\_\_\_

To calculate your overall DICE score: Add the scores from the above:\_\_\_

1. What score did the change project receive? Was it in the low-risk category (7 to 14), the worry zone (between 14 and 17), or the high-risk area (over 17)?

2. Do the findings help you to think about important sources of risk to the success of the project?

3. Do the findings help you to think about what can be done to make the levels of risk more manageable?

*Source:* Adapted from Sirkin, H. L., Keenan, P., & Jackson, A. The hard side of change management. *Harvard Business Review, 91*(9), 108–118.