IntelliVen Manage to Lead
Change Framework Tutorial

Change Framework (CF) Overview

A Change Framework[1] for an enterprise or initiative captures a leadership team's shared change story. It covers:

- Current state (NOW)

- Case for change (WHY)

- Future state (NEXT)

- What must be done (HOW)

- Barriers to anticipate

While consulting firms may charge millions to assess change readiness, a team aligned on these five elements can begin to change now with confidence that they are indeed ready.

NOW -- Defines today's reality:

- Current state

- Core systems maturity (Do-Sell-Grow)

- Key metrics

- Leadership model

- Role clarity

If a team isn't aligned on NOW, members start from different places. That gap makes it hard to execute initiatives on time, on target, and on budget.

NEXT -- Describes the future state once change is in place:

- Future state envisioned

- Success indicators

A shared view of NEXT gives everyone the same clear picture of success and a way to track progress.

Case for change -- Explains why action must happen now:

- Urgency / Pain (the "burning platform")
- Benefits

A strong case for change aligns the team and drives action.

What must be done -- Breaks the change into concrete initiatives:

- Action steps
- Quick wins
- Goal-to-initiative mapping (e.g., goal = "Sell more"; initiative = identify ideal customer profile, list targets, sort by fit, call top prospects)

Staging initiatives with milestones and early wins keeps the team focused and on track.

Barriers -- Identifies obstacles to address:

- Resistance points
- Resource gaps
- Risk dependencies
- Stakeholder objections

Anticipating these barriers keeps the change effort on course.

Tips

- Write NOW and NEXT entries in present tense.
- Turn each goal into concrete initiatives starting with action verbs.
- **NEXT** entries have:
  - Matching **NOW** entry.
  - Motivating factor in Case for Change.

- o A measure to track progress.

- Narratively align details of **NOW / NEXT** with **Initiatives**.

- Initiatives **s**tart with action verbs.

- NEXT is far enough into the future to relieve constraints of the present.

- Update entries as things change.

- Use the CF to convey thinking, not to make decisions.

- Develop ECF before ICFs

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[1] Richard Beckhard and Wendy Pritchard, *Changing the Essence: The Art of Creating and Leading Fundamental Change in Organizations*, Jossey-Bass, 1992.