

“It is not the ship as much as the skillful sailing that assures the prosperous voyage.” – George William Curtis



The Roadmap to the Change Journey

Mark S. James | January 9, 2019

I live in Illinois and let's say I want to travel by car to Winnipeg, Canada. Canada is north of Illinois, so I know I must generally head in that direction.

But, driving north alone will not get me to Winnipeg. I still need more details, like a roadmap, to get there.

On the journey to desired change, a clear plan (roadmap) to the vision (future) is the third condition needed for change. It completes the formula for change where:

$$\text{Dissatisfaction} \times \text{Vision} \times \text{Plan} > \text{Resistance}^1$$

Four critical success factors determine whether a plan to a future vision will succeed. The first is **alignment**. That is, you must get everyone on board for the journey.

Here is a quick checklist for achieving alignment:

- ✓ Measure change readiness with employee perception and cultural assessments
- ✓ Identify what needs to be done differently in terms of what, who and how
- ✓ Determine if future state can be achieved with existing resources
- ✓ If more resources are needed, does the ROI justify it?
- ✓ Leadership must set clear roles and expectations
- ✓ Eliminate competing interests, even if people must be removed or reassigned

Next time, ***Communicating During the Change Journey***

¹Adapted from ***Organizational Transitions***, Bechhard & Harris, Addison-Wesley