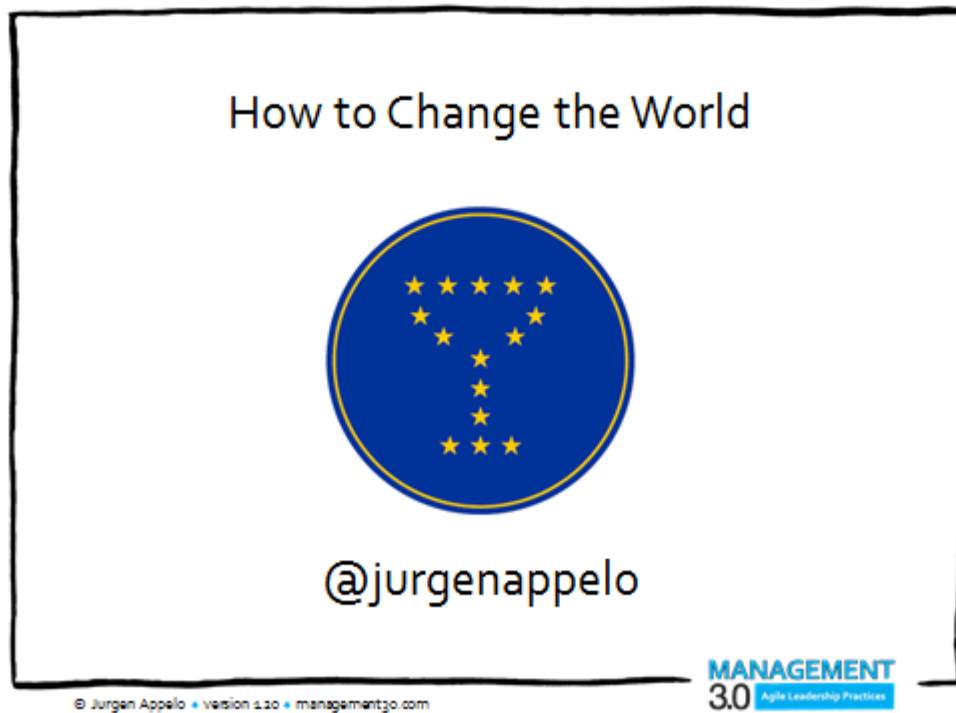


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## Questions for Change Management 3.0

This document contains the difficult questions change agents can reflect on in order to be successful when trying to inspire other people to change their behaviors. These questions are part of the [Management 3.0 course](#), developed by Jurgen Appelo. The corresponding presentation is called “How to Change the World”. You can find it here: <http://www.slideshare.net/jurgenappelo>



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Jurgen Appelo is the author of [Management 3.0: Leading Agile Developers, Developing Agile Leaders](#), published by Addison-Wesley in [Mike Cohn's Signature Series](#).

This text is part of the [Management 3.0](#) course.

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## Consider the System

### 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?

*Develop a Vision and Strategy (Leading Change)*

*Point to the Destination (Switch)*

*Step by Step, Next Steps (Fearless Change)*

### 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?

*Find Vital Behaviors (Influencer)*

*Follow the Bright Spots (Switch)*

### 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?

*Script the Critical Moves (Switch)*

### 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?

*Just Do It / The Right Time / Trial Run / Test the Waters (Fearless Change)*

## **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?

*Time for Reflection / Guru Review / Fear Less (Fearless Change)*

## **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 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?

*Generate Short-Term Wins (Leading Change)*

*Consolidate Gains and Produce More Change (Leading Change)*

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## Consider the Individuals

### How Will You Communicate?

#### Individuals: 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?

*Communicate the Change Vision (Leading Change)*

*Token / Brown Bag / Location, Location, Location (Fearless Change)*

### How Will You Set an Example?

#### Individuals: 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?

*Communicate the Change Vision (Leading Change)*

### How Do You Make It Urgent?

#### Individuals: 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?

*Establish a Sense of Urgency (Leading Change)*

*Grow Your People (Switch)*

### How Do You Make it Desirable?

#### Individuals: Desire

People will not change if they don't feel the necessity of it. Therefore you have to establish a sense of urgency. How do you match the change with people's intrinsic desires? Can you make stagnation hurt? Can you make the change feel satisfying?

*Change the Way You Change Minds (Influencer)*

*Make the Undesirable Desirable (Influencer)*

*Do Food / Find the Feeling (Switch)*

## **What Will You Tell Them?**

### **Individuals: 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, humor, or something else? Will you make it simple, unexpected, credible, concrete?

*Change the Way You Change Minds (Influencer)*

*External Validation / Just Enough / Hometown Story (Fearless Change)*

## **Who Will Be Teaching?**

### **Individuals: 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?

*Big Jolt / Guru on Your Side / Royal Audience / Mentor (Fearless Change)*

*Empower Broad-Based Action (Leading Change)*

## **What Makes It Easy?**

### **Individuals: 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?

*Shrink the Change (Switch)*

*Personal Touch / Tailor Made / Piggyback (Fearless Change)*

## **How Can They Practice?**

### **Individuals: 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?

*Surpass Your Limits (Influencer)*

## **What Are the Short-Term Wins?**

### **Individuals: 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?

*Generate Short-Term Wins (Leading Change)*

*Small Successes (Fearless Change)*

## **What Makes It Sustainable?**

### **Individuals: Reinforcement**

The sustainability of new behavior is best achieved when it becomes ingrained in new habits. What kind of new habits can you develop for people that reinforce the change? How will you anchor the new approach in the culture of the people?

*Build Habits (Switch)*

*Anchor New Approaches in the Culture (Leading Change)*

*Just Say Thanks (Fearless Change)*

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## Consider the Interactions

### **Are You Committed?**

#### **Interactions: 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?

*Dedicated Champion / Evangelist (Fearless Change)*

### **Who Is Assisting You?**

#### **Interactions: 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?

*Create the Guiding Coalition (Leading Change)*

*Ask for Help / Shoulder to Cry On (Fearless Change)*

### **Who Will Be the Innovators?**

#### **Interactions: 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?

*Innovator (Fearless Change)*

### **Who Are the Early Adopters?**

#### **Interactions: 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?

*Connector / Local Sponsor / Early Adopter (Fearless Change)*

## How Will the Leaders Help?

### Interactions: 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?

*Corporate Angel / Study Group / Whisper in the General's Ear (Fearless Change)*

## How Do You Reach the Early Majority?

### Interactions: 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?

*Rally the Herd (Switch)*

*Early Majority (Fearless Change)*

## How Will You Cross the Chasm?

### Interactions: Early Majority

Change initiatives get stuck when behavior does not spread from early adopters to the early majority. Can you use short-term wins to turn neutrals into supporters? Can you enlist the power of social capital? How can you involve everyone?

*Find Strength in Numbers (Influencer)*

*Involve Everyone (Fearless Change)*

## How Will You Deal With Skeptics?

### Interactions: Late Majority

With every change initiative there will be skeptics. Can you find ways to undermine the skeptics, or even make use of them? How will you deal with troublesome people? And do you plan to learn from the feedback of cynics?

*Generate Short-Term Wins - undermine cynics (Leading Change)*

*Empower Broad-Based Action - troublesome supervisors (Leading Change)*

*Bridge-Builder / Champion Skeptic (Fearless Change)*

## **How Do You Prevent a Relapse?**

### **Interactions: 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?

*Stay in Touch / Sustained Momentum (Fearless Change)*

## **How Do You Deal with Resistance?**

### **Interactions: Laggards**

Sometimes skeptics wait until the drivers of change release their involvement, and then unresolved resistance is able to undo all the work. Can you persist until the last laggards are either converted or removed?

*Anchor New Approaches in the Culture - culture last, not first (Leading Change)*

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## Consider the Environment

### How Do You Make Things Visible?

#### 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 spread a smell of success?

*Change the Environment (Influencer)*

*In Your Space / Smell of Success / Plant the Seeds (Fearless Change)*

### 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?

*e-Forum / Corridor Politics (Fearless Change)*

### 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?

*Group Identity (Fearless Change)*

### How Can You Apply 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?

*Harness Peer Pressure (Influencer)*

## 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 intended behavior?

*Design Rewards and Demand Accountability (Influencer)*

## 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 to spread. What barriers in the environment have you identified? How will you remove them?

*Change the Environment - make it easy and unavoidable (Influencer)*

## 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?

*Tweak the Environment (Switch)*

## Who Can Make the Rules?

### Environment: Institutes

Sometimes what is needed is a bit of governance with rules and constraints. Will you plan to manage the system by imposing some regulations? How do you plan to enforce the laws? What are the consequences of people not behaving as intended?