

CLEAR CHANGE GUIDEBOOK



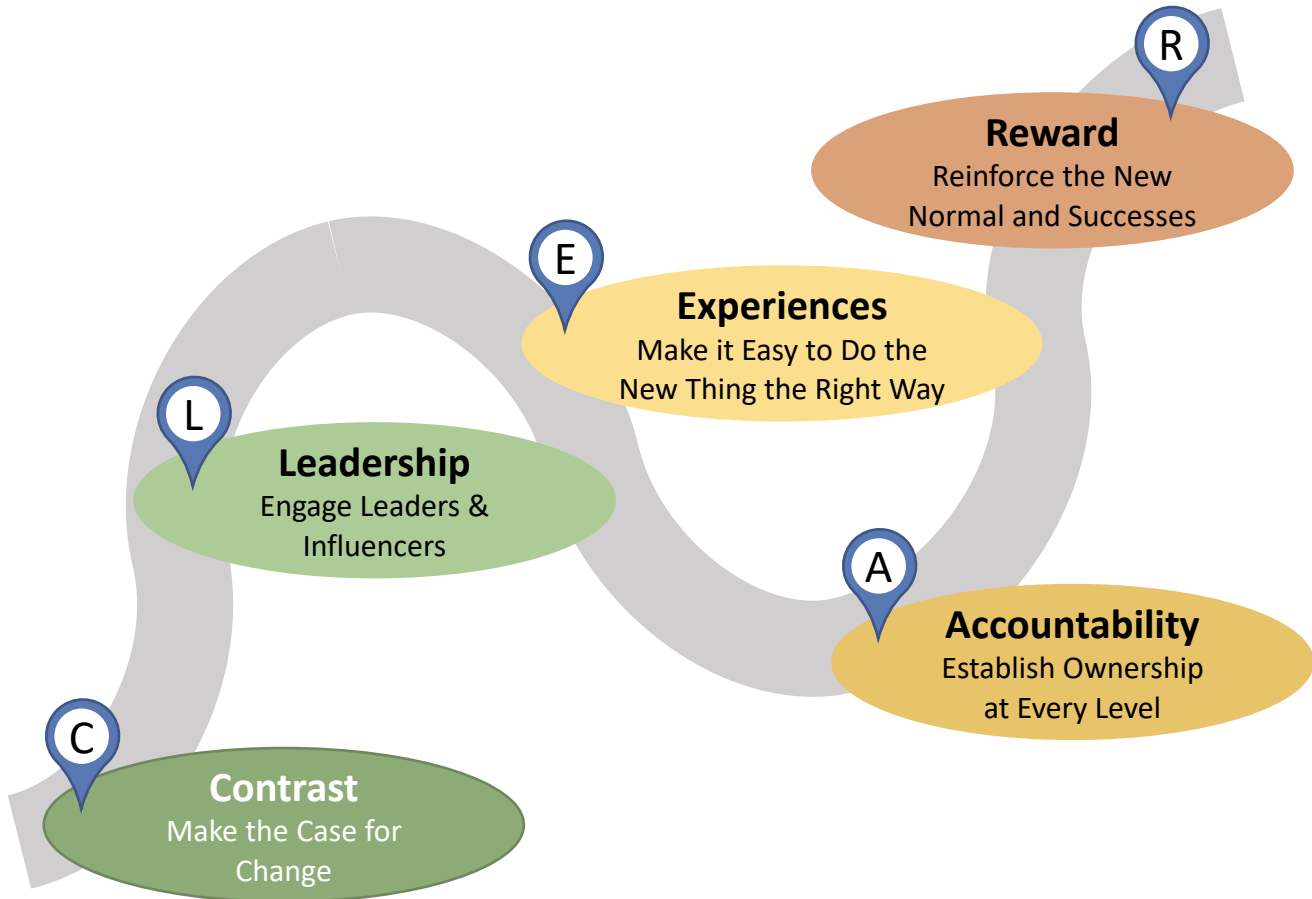


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CLEAR Change Journey



Contrast	Define the change to be realized , compare the current state to the desired future state, and articulate the value of the change (From This, To That, and Why)
Leadership	Engage leaders —both formal and informal—into the need to change and the value to be realized
Experiences	Architect experiences for all leaders, doers, and users that introduce the change, establishing how we might make it easy to do the new thing the right way. This is the biggest factor in the change journey!
Accountability	Establish clear roles and ownership for the planned actions and outcomes. This element ensures execution of Experiences and progress along the journey.
Reinforcement	Reinforce the desired outcomes and celebrate interim successes, to help individuals accept and adopt the new normal, sustaining the desired change.



CLEAR Change Structure

C: Communicate **Contrast** to make the change visible

- How does the future Contrast to today? Describe FROM this TO that?
- Why do we need to Change?
- What does Success look like?

R: Reinforce and Reward the New Normal and Outcomes

- What are the Key Milestones?
- What are Early Wins to Celebrate?
- Are we Modeling and Rewarding new behaviors and processes?
- How might we make Success Visible and Valued?

L: Engage **Leaders** and Influencers

- Who are the Decision Makers?
- Who are the Experts & Influencers?
- Who may be impacted upstream? Downstream?
- What do they each Value?



A: Establish **Accountability** and Ownership at Every Level

- Who is accountable for each experience?
- How/ When shall we review Progress?
- Who is accountable for health of the program for the long term?
- What does Success look like?

E: Design **Experiences** to Make it Easy to do the New Thing the Right Way

- What do we need to Do differently?
- What do we need to Believe be confident in our Actions?
- What Experiences will build those beliefs?
- How do we Make it Easy?



Why Does Change Fail?

Fail to SEE

I don't know why we're changing

The supposed benefit is not worth the effort

We're fine

Fail to MOVE

I don't know how

I'm an expert and I know best

It's not worth my time

Fail to ADOPT

Are we done with this program yet?

We can wait it out; it will be something new next week

What were we trying to accomplish?

What are the potential failure statements for your change initiative?

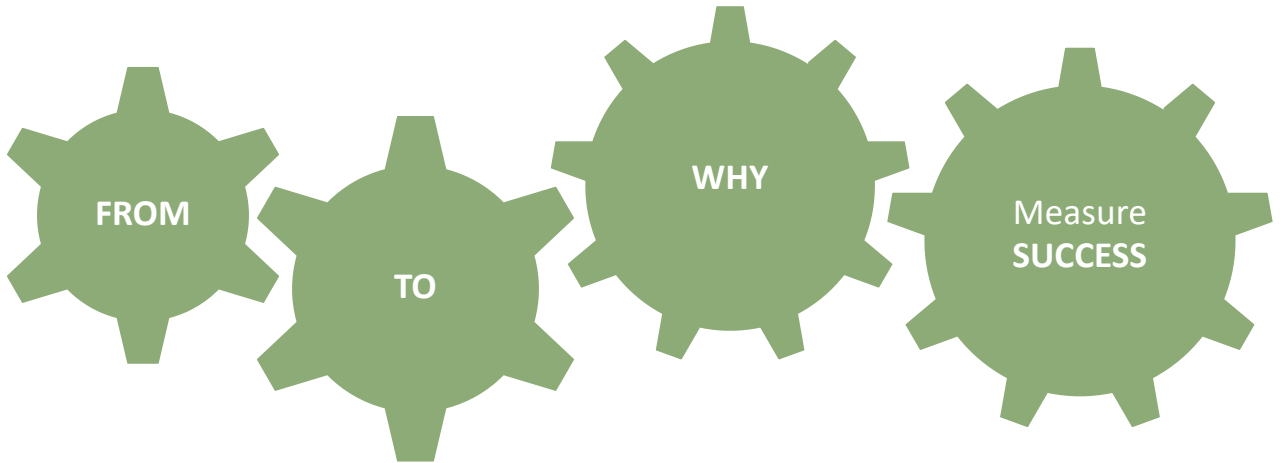
Failure to See	Failure to Move	Failure to Adopt

Each element of the CLEAR Change Model addresses these failure modes!



Contrast Statement

Brainstorm the factors necessary for a complete Contrast Statement



Where we are	Where we want to be	Why is it important	What Success looks like

*We are moving **from** [our current state] **to** [our future state] because it is important to [**Why**], and we will know we have succeeded when we [**measure of success**].*



Contrast Development

Consider customer or market related questions to develop the contrast statement.

- Brainstorm responses for each question topic (row)
- Identify common themes
- Develop a compelling Contrast Statement to deliver value to your customers
- Note: Customers may be internal to the organization or external consumers of goods and services

Contrast Development	From: where we are today?	To: where we want to go?	Why do we want to change?	How do we measure success?
What do our customers value? What value is beyond imagination?				
What pains do our customers experience? Accept as unchangeable?				
What advantage or gains could we provide better than our competition?				
What advantage or gains does our competition provide better than we do?				
How will the changing business environment impact our business?				

*We are moving **from** [our current state] **to** [our future state] because it is important to [**Why**], and we will know we have succeeded when we [**measure of success**].*



Leadership Assessment1

Identify and engage Leaders and Influencers

- Who are the Decision Makers?
- Who are the Experts & Influencers?
- Who may be impacted upstream? Downstream?
- What do they each value?

For each Leader, Expert, or Influencer, assess the following:

- Interest—Is the individual interested in the change initiative? Does he/she care? Does he/she have an interest in successful implementation?
- Influence—Does the individual have influence over the resources necessary to carry out the change journey? These resources may be people, technology, equipment, governance processes, funding, performance measures, etc.
- Impact—Does the change impact the individual’s work performance or organization? Does the change impact the individual’s status or expertise?

Leader	Interest	Influence	Impact	Summary

Score each Leader, Expert or Influencer for each I:
Sum the scores for the Summary score.

Determine who should be

- Leveraged – with you, can champion the change
- Understood – has concerns to be addressed
- Informed – needs to know more to be supportive
- Managed – will present resistance

Rating	Points
Awesome	2
Supportive	1
Non-Committal	0
Contrary	-1
Destructive	-1



Experience Map

Brainstorm Experiences in each of the following categories:

Category	Experience	Target Audience	When
Process			
People Capability			
Leadership			
Governance			
Org Structure			
Technology			

Architect deliberate and meaningful Experiences to answer the following statement:

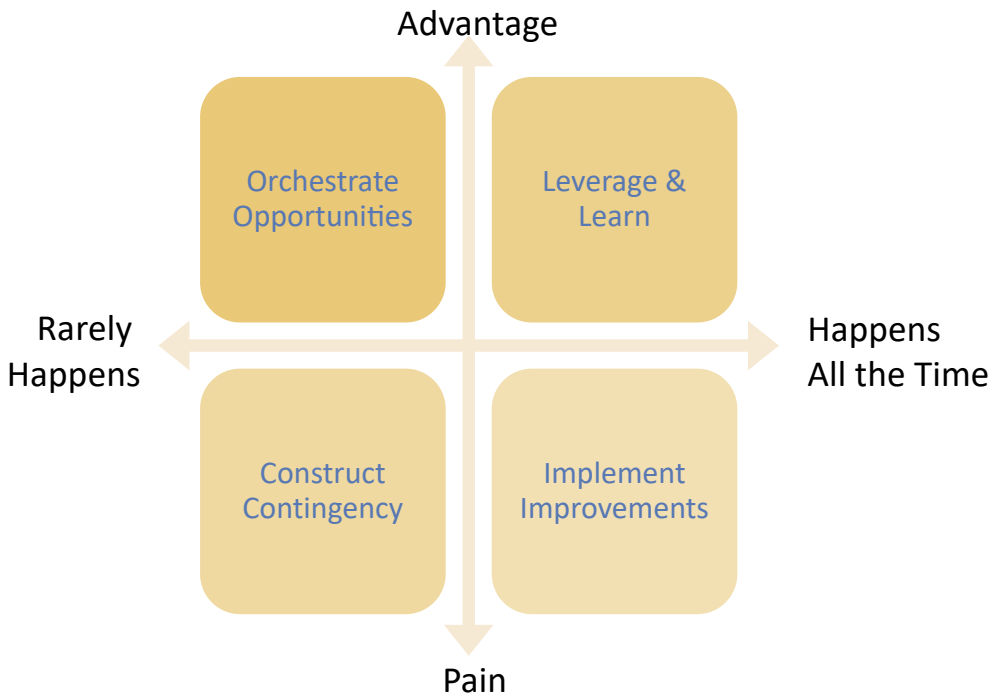
How can we Make it Easy to Do the New Thing the Right Way?



Risk Assessment

Assess Risks and add actions to your Action Plan

Positive Risk Questions	Description	Frequency
What could be Outstanding?		
How might we Accelerate?		
What happens downstream if we are wildly successful?		



Negative Risk Questions	Description	Frequency
What could go Wrong? What might Break?		
How could we “cheat” or take harmful shortcuts?		
What happens downstream if we fail?		



Reinforcement Map

Reinforcement, reward, and recognition are all integral elements on the journey of change.

- Plan implementation in defined segments or phases
- For each phase, establish measures of success and expectations
- Recognize completion of intermediate milestones and celebrate early wins
- Take every opportunity to tie accomplishments back to the Contrast statement, reinforcing the value of long-term adoption

	Phase 1	Phase 2	Phase 3
Phase Description			
Key Milestones			
Measures of Success			
Impacted Groups			
Recognition Opportunities			
Key Messages of Reinforcement			



Action Plan

Detail and track all activities in the Action Plan

- Capture all activities: Experiences, communications, issue resolutions, measurement activities, celebrations
- Organize by date
- Accountability should be an individual, not a team
- Include Status – Not Started, Started, On-Time, Late, On Hold, Complete
- Construct early in project planning and update regularly!

When	Action Item	Target Audience	Accountable	Status