



# Five Drivers of Change

Leading change is undoubtedly a challenging endeavor, especially without authority. You must rely on others to help you make a difference. Successful change agents apply five key drivers of change to get results for their organizations.



# Clarify Change

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Before you can figure out how to change your organization, you must determine what needs changing. This step involves understanding the current situation and why it needs to change, and determining where the organization should go in the future. Using assessments, surveys, and other analyses, you identify obstacles, challenges, and opportunities. Then, clarify what really needs to change to get to the end state. Some of the outputs for this step are the vision, the strategy, desired results, and necessary behaviors.

Steps:

- ✓ Assess reality
- ✓ Define the future
- ✓ Clarify what's changing



## Reduce Resistance

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Another driver of change is reducing the factors that work against progress. Once you've clarified change, identify the factors that may keep the organization in the status quo. Involve people from the start, so they own the change rather than fight it. Assess the impact the change has on the organization, and determine any risk factors that might hinder progress. When you start to see the change from the point of view of those going through it, you can anticipate potential sources of resistance and design ways to avoid or mitigate them.

Steps:

- ✓ Evaluate change impact
- ✓ Uncover and reduce resistance



# Leverage Leadership

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It is common knowledge that in order for your change initiative to grow beyond your own span of influence, you need people with authority to buy-in. The truth is you need much more than buy-in; you need leaders in your organization to take action that supports your initiative. A clear demonstration of management resolve to see the change through to completion breaks through many barriers. Gaining and maintaining the support of leaders is often the most essential and challenging role of change agents.

Steps:

- ✓ Establish roles and relationships
- ✓ Gain leadership support



# Build Structural Influence

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Once you know what needs to change and have the support you need, then you can start to design structural influence methods: the systems, tools, and processes that cause and reinforce change. These formal programs and resources you install in the organization often include training, communications, and incentives. Most structural influence programs are designed to provide clarity, enable progress, build trust, invite participation, or motivate action.

Steps:

- ✓ Engage stakeholders
- ✓ Ensure accountability
- ✓ Enable people to change
- ✓ Pinpoint communication



# Apply Personal Influence

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Ultimately, your own personal influence sets and keeps change in motion. As a change agent, you are inextricably connected to the organization and the changes you implement. Rather than taking yourself out of the equation, find ways to use your strengths and the influence you already have. Dare to become more visible. Instigate uncomfortable conversations. Make the commitment to do and say what is necessary to ensure your project achieves the desired results.

Steps:

- ✓ Boost your power
- ✓ Facilitate meetings
- ✓ Start conversations