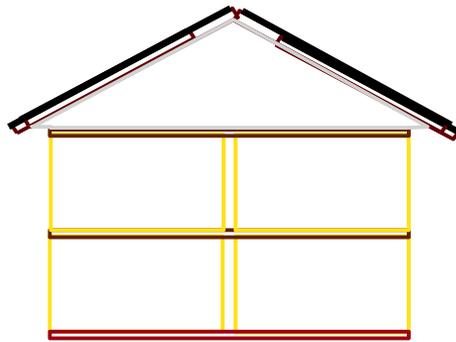




ITT

The Change House

Why change fails, how to diagnose readiness,
and how to make change happen

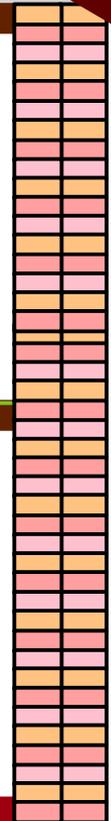
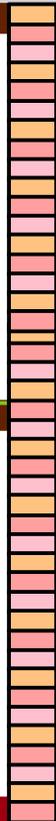
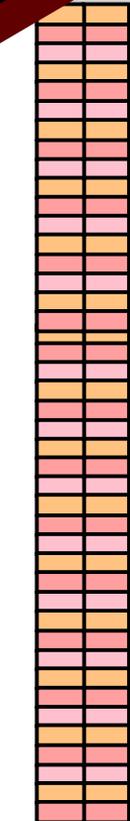


Engineered for life



THE CHANGE HOUSE

Contentment
and
Complacency
Room





THE CHANGE HOUSE

**Contentment
and
Complacency
Room**



**Denial and
Denigration
Room**

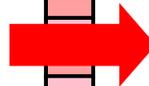


THE CHANGE HOUSE

**Contentment
and
Complacency
Room**



**Denial and
Denigration
Room**



**Confusion
and Chaos
Room**



THE CHANGE HOUSE

Contentment
and
Complacency
Room



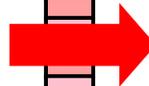
Renewal and
Revitalization
Room



Denial and
Denigration
Room

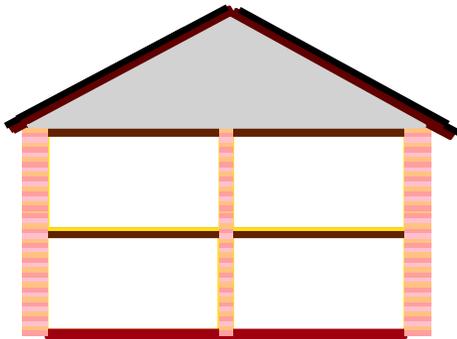


Confusion
and Chaos
Room



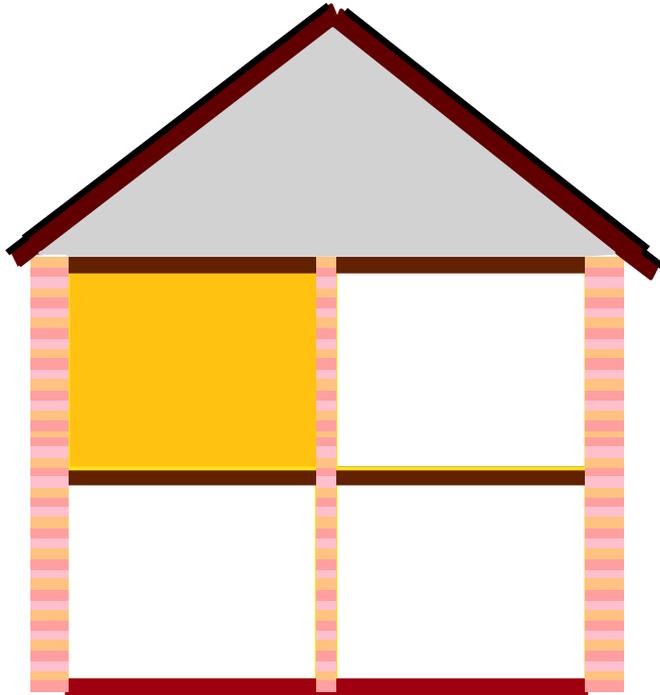
What they Say and What they Do

Evidence of location in the House





Evidence of contentment



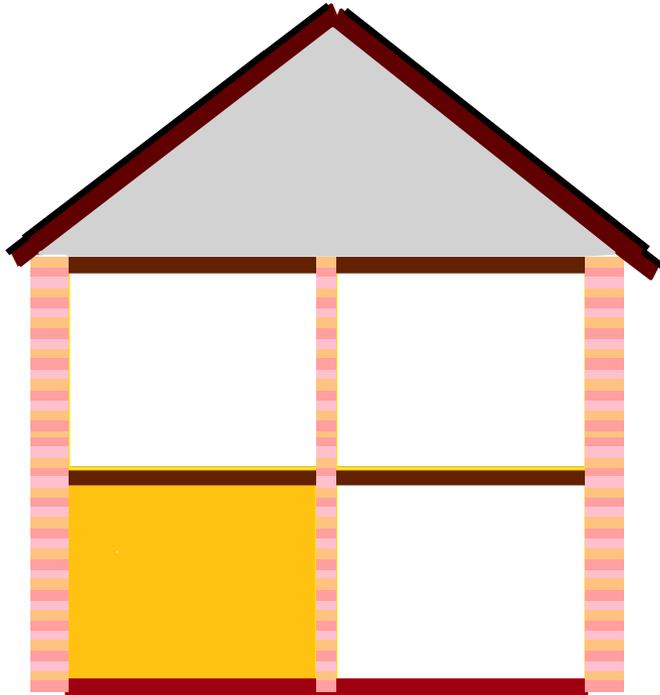
*The Change
House*

Questions:

- What do people “say” in this room?
- What do people, or organizations, ‘do’ in this room?



Evidence of denial



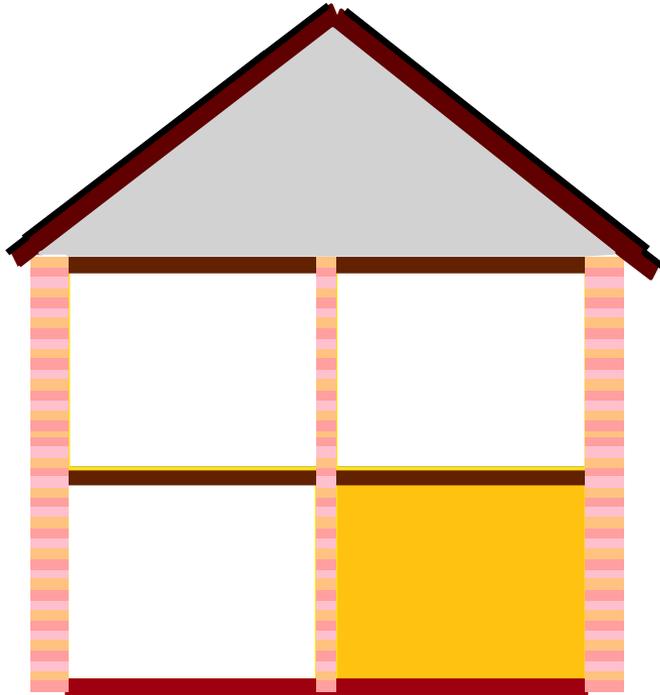
*The Change
House*

Questions:

- What do people “say” in this room?
- What do people, or organizations, ‘do’ in this room?



Evidence of confusion



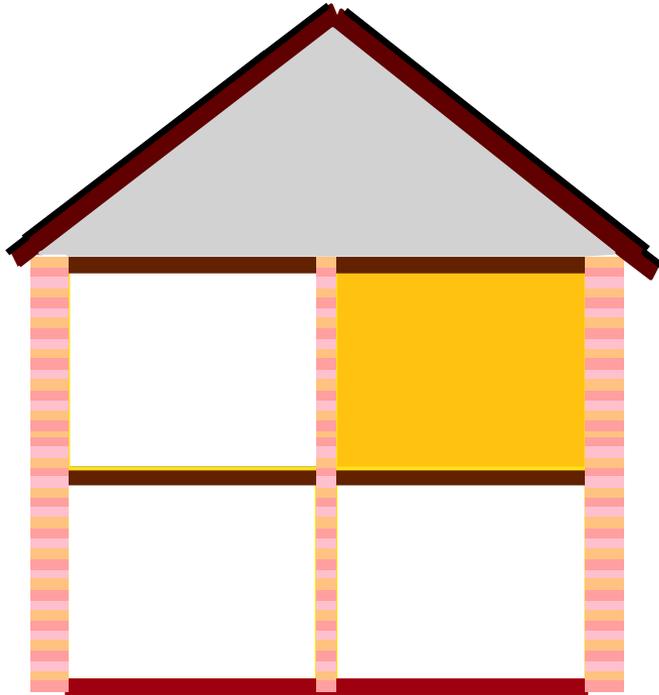
The Change House

Questions:

- What do people “say” in this room?
- What do people, or organizations, ‘do’ in this room?



Evidence of renewal



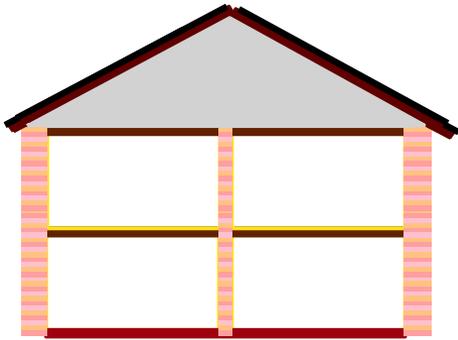
*The Change
House*

Questions:

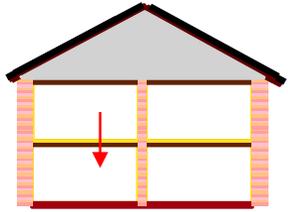
- What do people “say” in this room?
- What do people, or organizations, ‘do’ in this room?

Making Change Happen

How to move people from room to room



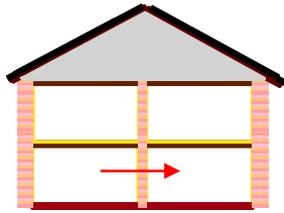
How do you move people from contentment to denial?



The Change House

- Get people to benchmark
- Get people to go outside the company
- Provide data/stories on how well other companies are doing
- Provide a symbolic shock !
- Spread discontent !

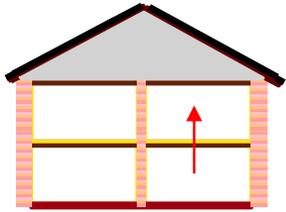
How do you move people from denial to confusion?



The Change House

- Continue benchmarking
- Increase feedback from outside
- Expose the majority of the employees to the problem
- Bring in key influencers
- Fire those really stuck in denial
- Increase the shocks !

How do you move people from confusion to renewal?



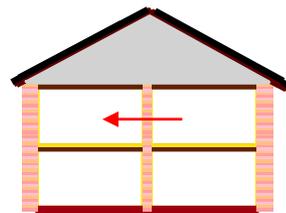
The Change House

- Provide a vision and a direction
- Sell solutions, don't tell !
- Focus on the first steps
- Set demanding but attainable goals
- Keep feeding back results quickly
- Cross fertilize and cross-pollinate
- Reward new behaviors/performance



Preventing slippage into Contentment

- Constantly ratchet performance targets
- Keep providing feedback - both internal and external
- Co-ordinate and channel efforts
- Keep refining and transmitting the vision
- Celebrate success but always link to new targets/objectives/visions



The Change House

The Rules of the Change House

- Organizations and individuals do not have to spend the same amount of time in each room.
- It is possible to speed through some rooms very quickly.
- Organizations and individuals do not have to make it through the house.
- Both can die during the journey, usually in one of the first three rooms.
- One may never reach Renewal and Revitalization.
- Some clockwise slippage is possible (except from contentment to renewal)

