Auditing the Change Process


Cacioppe suggests that to achieve successful change seven critical factors need to be in place. The factors are linked, weighted equally, and ordered in sequence beginning with pressure for change and running through to evaluate and improve as the last required step. See Figure 1 below.

Figure 1: Factors needed for Successful Change

Pressure for change + Clear Shared Vision + Capacity for change + Actionable first steps + Model the way + Reinforce & Solidify Change + Evaluate & Improve

Further, Cacioppe argues that if one of the critical factors is missing, symptoms of unsuccessful change management will be evident. For example, if there is no pressure for change yet the six remaining factors are in place it is likely that change will not occur; with insufficient stimulus the new process or method will be likely to be ignored.

See diagram attached.
Auditing the Change Process

Diagram 1: Factors Needed for Successful Change

Pressure for Change
Clear Shared Vision
Capacity for Change
Actionable First Steps
Model the Way
Reinforce & Solidify Change
Evaluate & Improve
Successful Change

Diagram 2: Symptoms When Factors are Missing

Pressure for Change
Clear Shared Vision
Capacity for Change
Actionable First Steps
Model the Way
Reinforce & Solidify Change
Evaluate & Improve
Bottom of the Box

Pressure for Change
Clear Shared Vision
Capacity for Change
Actionable First Steps
Model the Way
Reinforce & Solidify Change
Evaluate & Improve
A quick start that fizzles

Pressure for Change
Clear Shared Vision
Capacity for Change
Actionable First Steps
Model the Way
Reinforce & Solidify Change
Evaluate & Improve
Anxiety, Frustration

Pressure for Change
Clear Shared Vision
Capacity for Change
Actionable First Steps
Model the Way
Reinforce & Solidify Change
Evaluate & Improve
Haphazard Efforts, false starts

Pressure for Change
Clear Shared Vision
Capacity for Change
Actionable First Steps
Model the Way
Reinforce & Solidify Change
Evaluate & Improve
Cynicism & distrust

Pressure for Change
Clear Shared Vision
Capacity for Change
Actionable First Steps
Model the Way
Reinforce & Solidify Change
Evaluate & Improve
Go back to old ways

Pressure for Change
Clear Shared Vision
Capacity for Change
Actionable First Steps
Model the Way
Reinforce & Solidify Change
Sceptical & stagnate