Managing Complex Change

According to the research efforts of many experts in change management*, each of the five items on the table below is needed to achieve desired change. When all are in place, successful change occurs. However, notice how the results change when any one of the elements is missing.

To see the results when *multiple* items are missing, *combine* the result columns, i.e. if the vision is unclear, employees lack the skills needed by the "changed company" and resources are scarce, instead of successful change, you may experience "confused, anxious, frustrated" employees.

					RESULT
Vision	**Skills**	**Incentives**	**Resources**	**Action Plan**	**Successful Change**
	Skills	Incentives	Resources	Action Plan	Confusion
Vision		Incentives	Resources	Action Plan	Anxiety
Vision	Skills		Resources	Action Plan	Gradual Change
Vision	Skills	Incentives		Action Plan	Frustration
Vision	Skills	Incentives	Resources		False Starts

We initially received a version of this grid from Kurt Russell, a colleague in Vermont. He said it combined the work of many people, so no specific attribution was given. We acknowledge Kurt's work, and have continued to revise the language based upon our own experience. For more information, contact BeckyR@Innolectinc.com.