

A Shared Urgency: Overview

WHAT IS IT?

- Defines the project's importance and urgency to multiple constituencies.
- Establishes the “case for change” through data.
- Generates the energy needed to get the change initiative launched.

HOW WELL HAVE WE:

- Made clear how we currently perform on the issue we want to change? From a customer perspective? Employee perspective?
- Tied improved performance on this issue to business results
 - Short- and long-term?
 - Because of threat (consequence) and opportunity?
- Anticipated the sources of resistance to change?

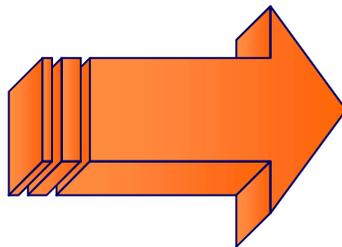


Creating a shared urgency produces the “WAKE UP CALL,” building early momentum for the change initiative.

Creating a Shared Urgency

ACTIONS AND DRIVERS:

- **Facts & Data:**
Generate external or internal data to induce change (e.g., reports, surveys, benchmarks)
- **Show & Demonstrate:**
Best practice site visits, personal examples
- **Command & Tell:**
Command new performance levels (customers, internal mgmt., regulatory)



DESIRED OUTCOMES:

- A shared recognition by both the team and key players that there is a need and logic for change, critical to the company over time.
- Establish that the need for change is greater than the resistance to change.
- Surface resistance or apathy so it can be addressed head-on.
- Launch and sustain momentum by creating clear “cases” for change.

Common Mistakes

- Failure to build team consensus on the need for change
- Assumption that need is obvious to all or “they” just don’t get it
- Keep it high level — no WIIFM
- “Crying Wolf” (i.e. here’s yet another crisis)
- Shallow diagnosis (symptoms vs. root cause)
- Downplaying resistance

Threat vs. Opportunity Matrix

WHAT: Frames the need for change as some combination of threat (consequence of doing nothing) and opportunity (potential gains), over the short (0 - 6 mo.) or long-term (6 mo - 2 yrs.).

	Threat (of doing nothing)	Opportunity
Short-term	1	3
Long-term	2	4

WHY: Establishes the need for change, both from short term (reactive) and long term (proactive) perspectives.

HOW: Identify 4-5 elements for each square in the matrix. Then prioritize the top 5-7 reasons for change overall, making sure that there is a balanced case drawing from all four quadrants.

“Best-in-Class” companies search for the opportunity in change and consider both the long- and short-term.

FaST Tool

Variety of Approaches	Examples / Actions
<u>F</u> acts/Data: <ul style="list-style-type: none"> ▪ Internal Sources ▪ Competitive Info ▪ Benchmark Data 	
<u>S</u> how/Demonstrate: <ul style="list-style-type: none"> ▪ Leading by Example ▪ Best Practices Site Visits ▪ Testimonials 	
<u>T</u> ell/Demand: <ul style="list-style-type: none"> ▪ Dynamic Leadership ▪ High Standards ▪ Customer or Regulatory 	

WHAT: Builds a strategy for communicating the need for change through **Facts**, **Show** and **Tell**.
Answers the response: “Prove It!”

WHY: Makes the sense of shared urgency more concrete and objective.

HOW: Identify the 3-4 examples for each row of data the group has or needs to get, followed by assigning responsibility for collecting this data.