

Making the Matrix Work | Extras

Additional Resources for the Envisian Power To Change Matrix™

Blank forms,
insights, tips,
and resources to
help you use the
EnvisianPower To
Change Matrix™

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IF YOU'D LIKE TO USE THE POWER TO CHANGE MATRIX to help bring about change in your organization, here are some extras that might be useful. Feel free to print out the copies you need.

As we've been testing this new tool and gathering input and suggestions from leaders and managers, we've made several changes and improvements already, and we will continue to do so as we gather feedback over time.

We invite you to let us know about your experience with this Matrix. Did it work for you? What did you like best? What could be improved? And we'd love to know the story behind your change initiative.

Just email me anytime at cfrancis@envisian.com.



Inside

- 2 Key People List
w/ Instructions
- 3 Quick Self-Assessment Form
for Teams and Team Members
w/ Instructions
- 4 The Power To Change Matrix
Blank Form w/ Instructions
- 5 Larger Blank Matrix

Key People List

To make the Power To Change Matrix work successfully for you, it's important to gather all the names of those who are vital to the success of your change initiative.

Start with a company directory or similar list. Think about how things actually get done in your company – not just what the org chart says (often they are quite different).

List everyone you will need to make this change work and be successful. Use this form or make your own.

Consider mapping out the entire process, including critical steps such as planning, approval, budgeting, finance, technology, operations, and so on so that you can pick up all the important groups or people along the way. Be sure to consider how customers or clients will react as part of your process.

Do you need to get multiple approvals – say from your Board of Directors or other group? If so, include them on your list. You may even want to prepare a second or third Matrix for different groups.

Remember to include those both inside and outside your company. Some projects require the support of outside groups such as major shareholders, investors and funders, advisors, unions, public officials, key suppliers or important customers, and so on. Non-profits may require support from founders, past leaders, major donors, one or more Boards, and so on.

Be sure to include notes about each person's crucial role in the change initiative so that you and your team can focus on the right people:

- *Controls the budget*
- *Will manage the IT side of changeover*
- *Great influence with the Board*
- *If we get her, we'll get her department*

Once you have listed everyone, begin to rank them on the two primary criteria you'll need to plot them on the Matrix:

Support (+1 up to +5)
Resistance (-1 down to -5)
Unknown or undecided (0)

Power over change (A high to D none)

Keep in mind that a person's actual power relative to your change initiative may not be the same as their title. Every organization has go-to people that can make or break a project – but may not have a title or position that reflects their street-level power.

Once you have everyone listed and ranked, begin to plot them on the blank Matrix.

Optional Starting Point

Quick Self-Assessment for Teams and Team Members

Before you start analyzing the whole organization, use this form to determine where YOU and your team are in your personal support for this project.

Start by learning all about the change initiative – either through presentations or by reading any attached material.

Then mark an X in the shaded box that best corresponds to your current feelings about the project and its potential.

Write your comments and concerns – both for and against the change if possible – in each of the large boxes below. Include pros and cons you see for the company, for departments, and even specific individuals.

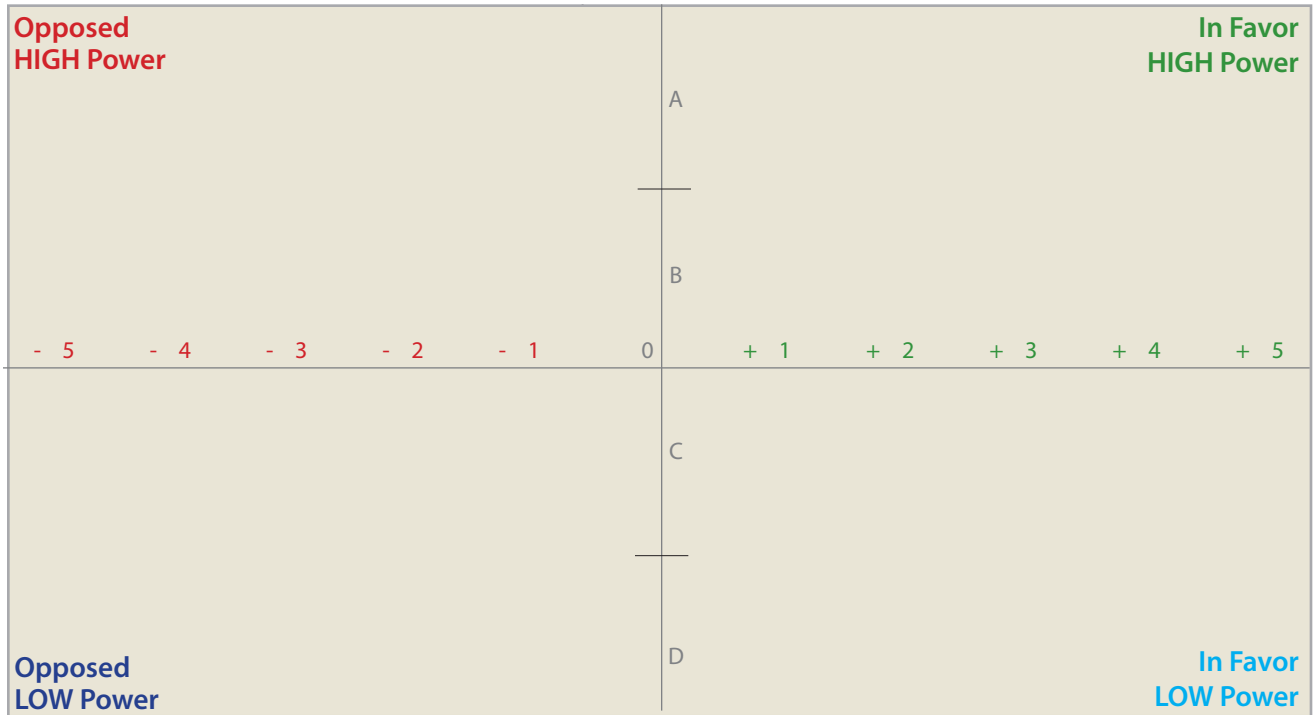
When ready, assemble and organize all the Self-Assessment Forms from your members and any others.

Compile all the comments for your team to review and then enter each person's position on a blank Matrix.

Last, do a quick assessment. Is your team as on board as you thought? Or do they need more information or a different (or better) presentation? Is more selling needed? Do you need to work on the value proposition?

| AGAINST Opposed | | | | Neutral Undecided | | | FOR Supportive | | | |
|---------------------|----|----|----|---------------------|---|----|------------------|----|----|----|
| -5 | -4 | -3 | -2 | -1 | 0 | +1 | +2 | +3 | +4 | +5 |
| Comments Concerns | | | | | | | | | | |

Notes



The Envisian Power To Change Matrix..

Two Methods For Using the Matrix

Whether you have just a minute or want to involve your entire team in a thorough process, the Matrix may give you the structure you need.

The One Minute Matrix

Write in the names of people critical to the success of your initiative. Place them based solely on **support** (those opposed on the left and in support on the right, undecideds along the center line) and either above the center line if they are high in **power** or below if they are lower in power.

Now – what are your immediate impressions? Is there a concentration on one side or the other? Too many low power people? Are there too many undecideds? Is it too soon to move forward – is more selling needed?

The Full Matrix

Identify all the people vital to enacting your initiative – obtaining approval, funding, and implementation. (We created a form just for this purpose – available on our website.)

Next, rank each person's likely level of support – for, against, or undecided – and their relative level of power in the organization (high, medium, low).

Make it a team effort. Involve your change team or department in listing vital people and assessing/ranking their likely support or resistance, and their level of power relative to the change. Use the -5 (totally opposed) to +5 (totally supportive) grid to help you. Here are some examples:

- *Tom says he's on board, but is he committed enough to free up needed funds? (+1 or +2, mildly in favor).*
- *Mary says we can count on her for people, resources, and help with the Board. (Probably a strong +5).*
- *Frank is struggling. He likes the idea, but it will cut into his budget and distract some of his people. (Likely -1 to -3?)*

The idea here is to combine the knowledge of many people to gain a more three-dimensional view of the situation. By assembling several perspectives, your assessment of feasibility is far more likely to be correct.

The Power To Change Matrix™

is one of a series of new strategic tools for business and non-profit leaders developed by Envisian Incorporated.

As a leader, this Matrix might be valuable in developing your strategy for rolling out major changes, introducing new ideas and innovations, and directing transitions.

This Matrix is available in booklet and electronic formats with blank forms for team use. It is also available in other individual and group formats, such as:

- Real Progress Sessions to train and empower leaders and teams
- Coaching sessions for leaders
- Group talks

For a free printed copy or additional information, please call Carl Francis at 610.640.4600x1 or email cfrancis@envisian.com.



Carl Francis, CEO

A leading strategist, instructor, and thought leader, Carl is a respected consultant and life-

long entrepreneur. He has advised hundreds of businesses, non-profits, governmental agencies, and civic and political organizations. He is also an Adjunct Professor at Drexel's LeBow College of Business.

About Envisian

Envisian is a strategic consulting firm based in Malvern, Pennsylvania which helps clients make real progress in strengthening market presence, strategy, branding, transitions, and other critical areas. We also create strategy and coaching sessions for leaders and teams. To learn more or to receive updates from Envisian by email, visit envisian.com.

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