

Scenario 2 Lever Details

Walk the talk

Scope of impact: entire org.

Weeks to implement: 2

Weeks before reuse: 8

When the change agent's actions are aligned with the change initiative, trust is built and effective change is much more likely. If properly executed, pulling this lever can increase the change agent's credibility as well as positively influence targets in any stage if the change is first communicated.

Get consultant's support

Scope of impact: entire org.

Weeks to implement: 3

Weeks before reuse: 4

Sometimes outside experts can gain the attention of organizational members and jolt them out of their complacency better than internal authorities can. If properly executed, pulling this lever can increase the change agent's credibility as well as positively influence change targets before the trial stage.

Conduct private interviews

Scope of impact: 4

Weeks to implement: 1

Weeks before reuse: 1

Private conversations can reveal important information about the change target, such as who is in their social network and how the target feels about the proposed change initiative. If properly executed, pulling this lever can positively influence targets before the trial stage, as well as their friends.

Issue e-mail notice

Scope of impact: entire org.

Weeks to implement: 1

Weeks before reuse: 4

Organization-wide emails help convey the change vision and indicate progress. If properly executed, pulling this lever can positively influence targets before the trial stage.

Hold town hall meetings

Scope of impact: entire org.

Weeks to implement: 3

Weeks before reuse: 6

Town hall meetings can communicate the change vision and provide an opportunity for two-way dialogue about it. Attendance at these meetings is usually voluntary. If properly executed, pulling this lever can positively influence employees before the trial stage.

Provide internal skill-building

Scope of impact: 3

Weeks to implement: 2

Weeks before reuse: 10

Some associates want to adopt a change but they do not know how. By providing in-house training, you expand a trainee's capacity to adopt the change. If properly executed, pulling this lever can positively influence three individuals to adopt the sustainability initiative, as well as their friends.

Provide external skill-building

Scope of impact: 3

Weeks to implement: 4

Weeks before reuse: 12

External training can expand a trainee's capacity to adopt the change. If properly executed, pulling this lever can positively influence three individuals to adopt the sustainability initiative, as well as their friends.

Conduct pilot project

Scope of impact: 3

Weeks to implement: 4

Weeks before reuse: 12

Pilot projects are relatively fast and inexpensive ways of learning by doing amongst coworkers. If properly executed, pulling this lever can positively influence the coworkers engaged with the project.

Post progress reports

Scope of impact: entire org.

Weeks to implement: 2

Weeks before reuse: 2

Posting progress reports is a common means of using visible cultural artifacts and symbols to redirect invisible cultural norms. If properly executed, pulling this lever can positively influence adoption of the initiative by those in the aware or interest stages.

Tell a 'success' story

Scope of impact: 3

Weeks to implement: 1

Weeks before reuse: 1

Organizational storytelling is a relatively slow but effective way to challenge and redirect the norms and values of the organizational culture. If properly executed, pulling this lever can positively influence the listeners as well as their friends to adopt the initiative if any of them are in the aware or interest stages.

Clarify organizational values

Scope of impact: entire org.

Weeks to implement: 8

Weeks before reuse: 20

Organizational values are often unconscious guides to organizational behavior. By making these values more explicit, better alignment can be created. If properly executed, pulling this lever can directly influence targets in the Interest or trial stage.

Build a coalition of support

Scope of impact: 3

Weeks to implement: 4

Weeks before reuse: 4

Negotiations to create political alliances can be crucial for obtaining commitment to a change initiative. If properly executed, pulling this lever can positively influence adoption of the sustainability initiative by any targets in the Interest or trial stage, along with their friend network.

Recognize an adopter

Scope of impact: 1

Weeks to implement: 3

Weeks before reuse: 10

Political power accrues to those who are formally recognized within organizations, and recognizing an advocate sends a signal to others as to where the power is flowing. If properly executed, pulling this lever can positively influence adoption of the initiative by the advocate's coworkers.

Privately confront resister

Scope of impact: 1

Weeks to implement: 1

Weeks before reuse: 4

Resistance to change is to be expected in all change initiatives, but sometimes the resistance is irrational and politically corrosive. If properly executed with an actual resister, pulling this lever can positively influence adoption of the initiative by the resister and their friends.

Announce goals & deadlines

Scope of impact: entire org.

Weeks to implement: 4

Weeks before reuse: 10

Organizational goals and deadlines provide targets to aim for. Organizational attention and focus are precious resources. If properly executed, pulling this lever can positively influence adoption of the sustainability initiative throughout the organization.

Revise reward system

Scope of impact: entire org.

Weeks to implement: 12

Weeks before reuse: 20

This is a formal control system for recognizing and motivating desired behaviors while discouraging unwanted ones, but it requires considerable credibility and careful timing. If properly executed, pulling this lever can positively influence adoption of the initiative throughout the organization.

Restructure organization

Scope of impact: entire org.

Weeks to implement: 16

Weeks before reuse: 10

Organizational structure refers to the formal lines of communication and authority within an organization, but it requires quite a lot of credibility and carefully timed to be effectively changed. If properly executed, pulling this lever can improve information flow and reallocate authority so that support is built for the sustainability initiative throughout the organization.
