



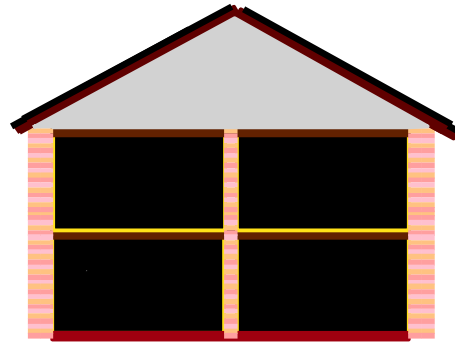
# Change House Model

**Marco Raimondi**

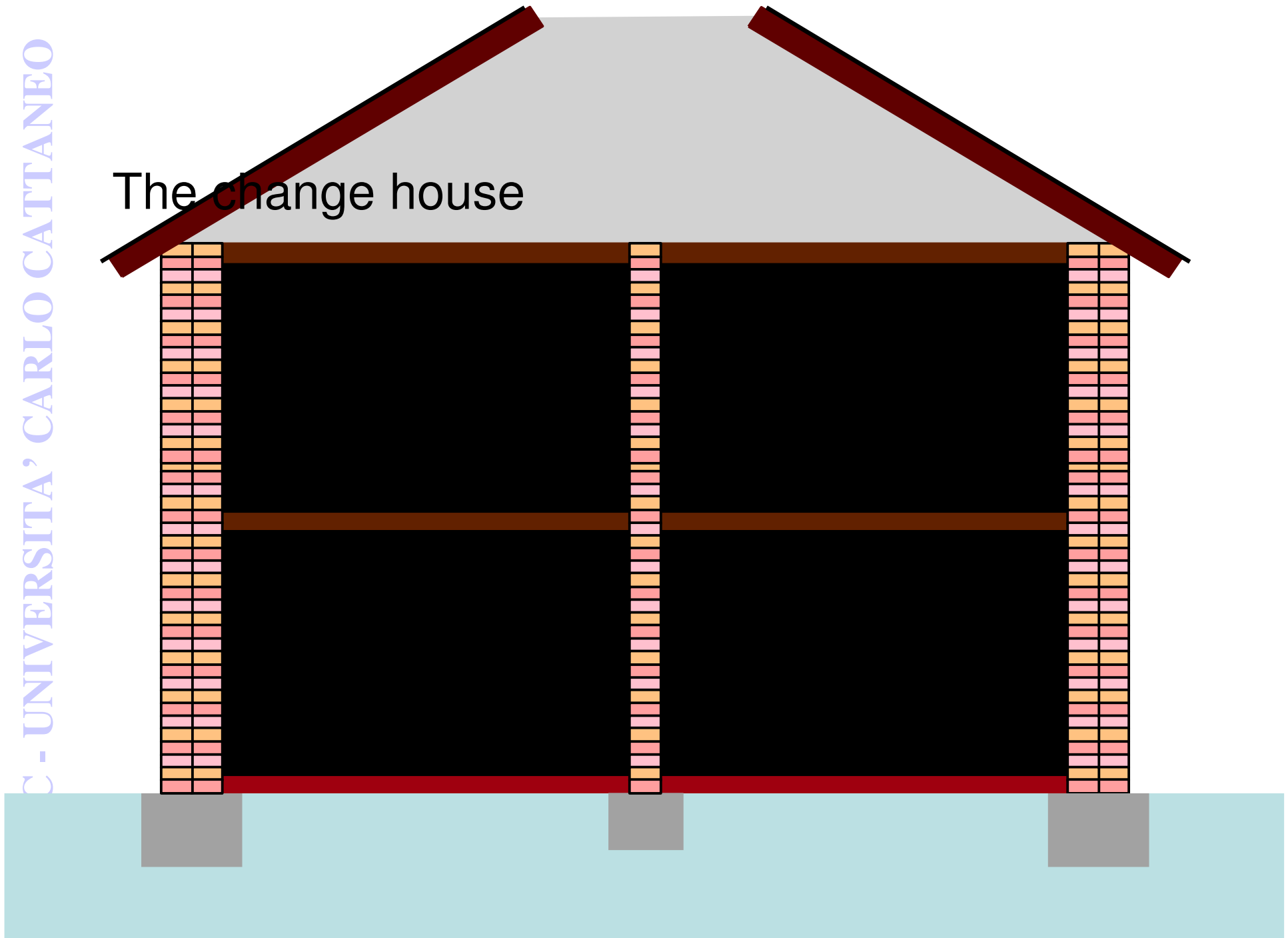
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## The change house

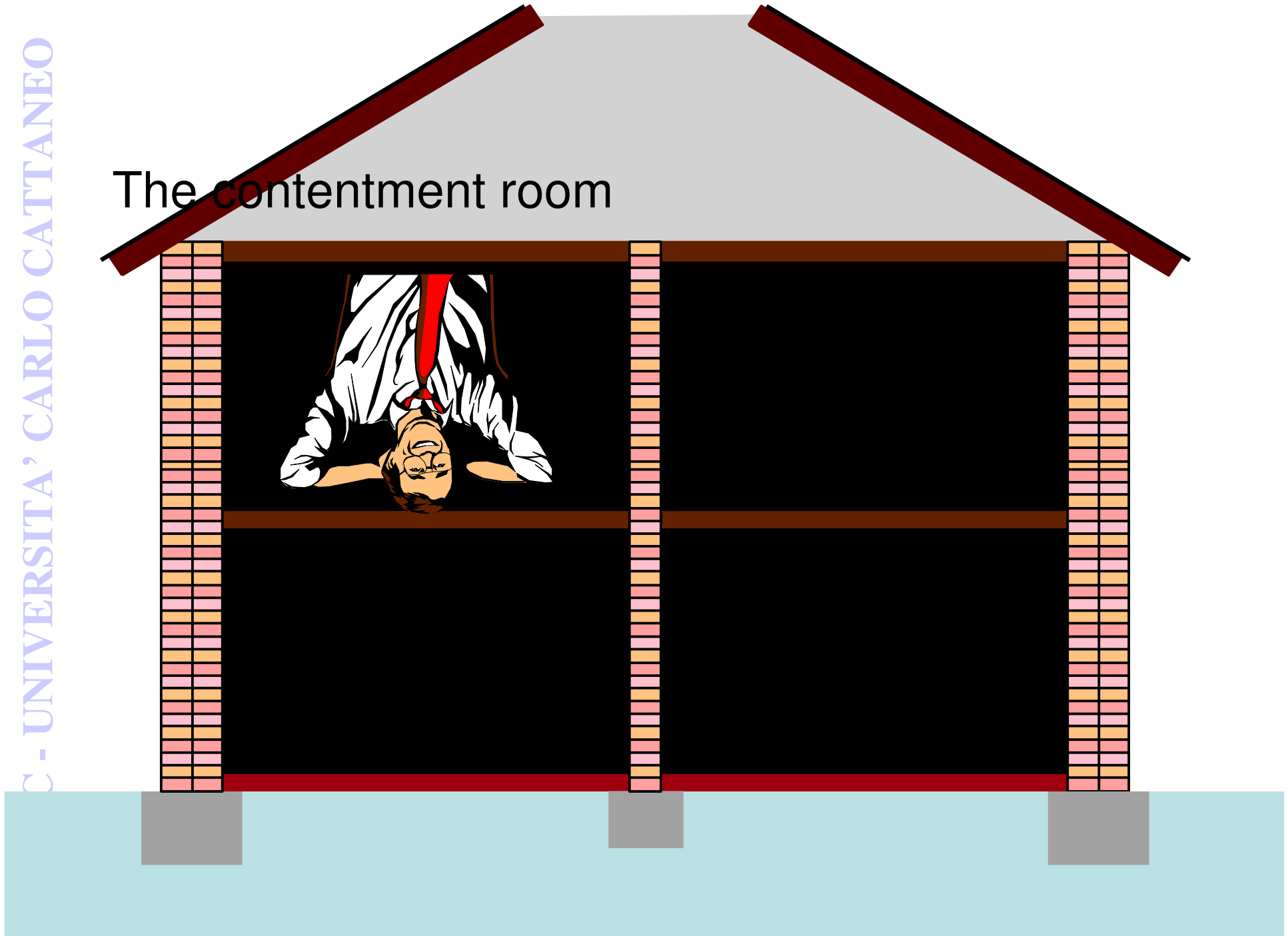
**Why change fails,  
how to diagnose readiness,  
how to make change happen.**



# The change house



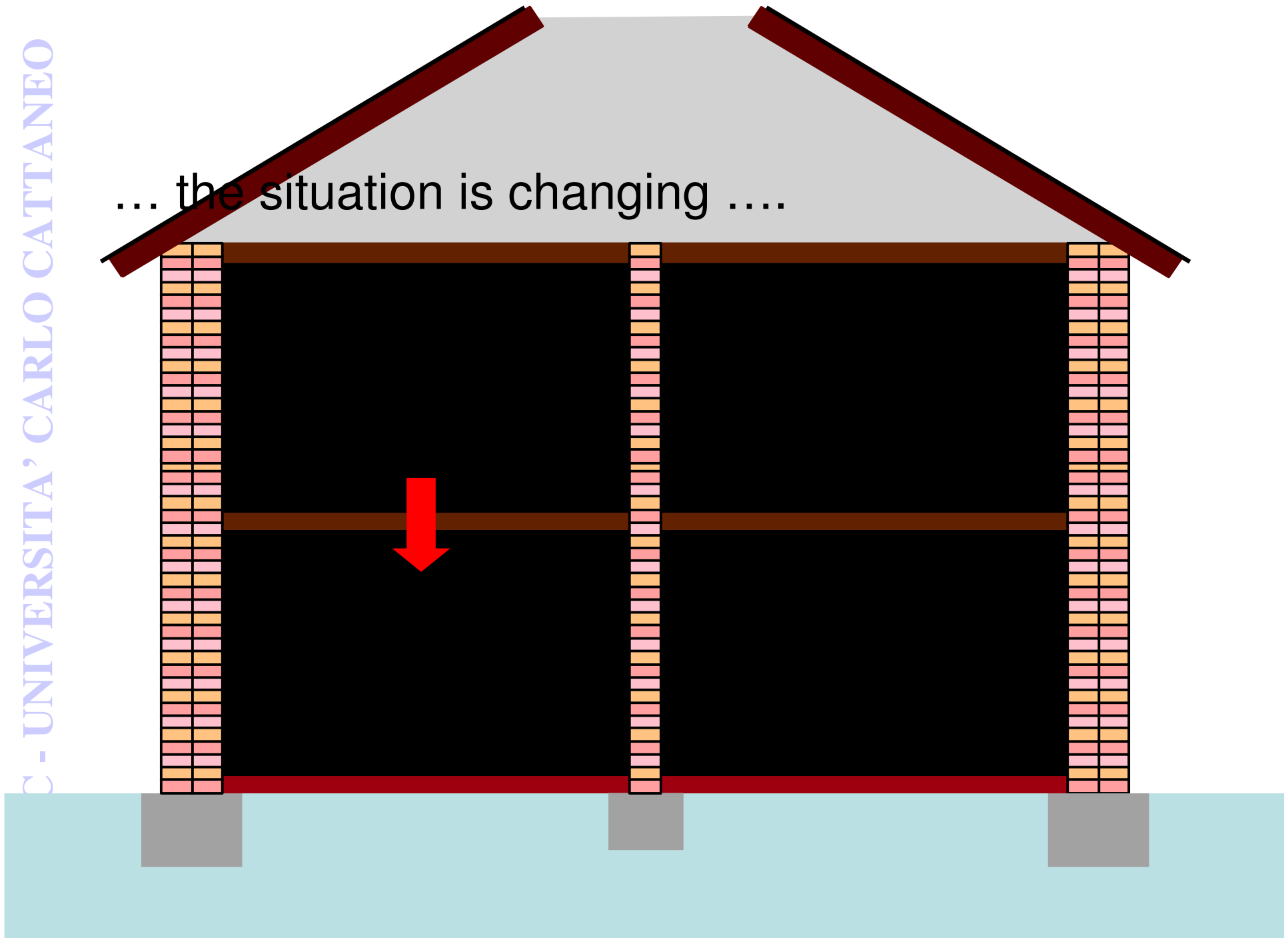
# The contentment room



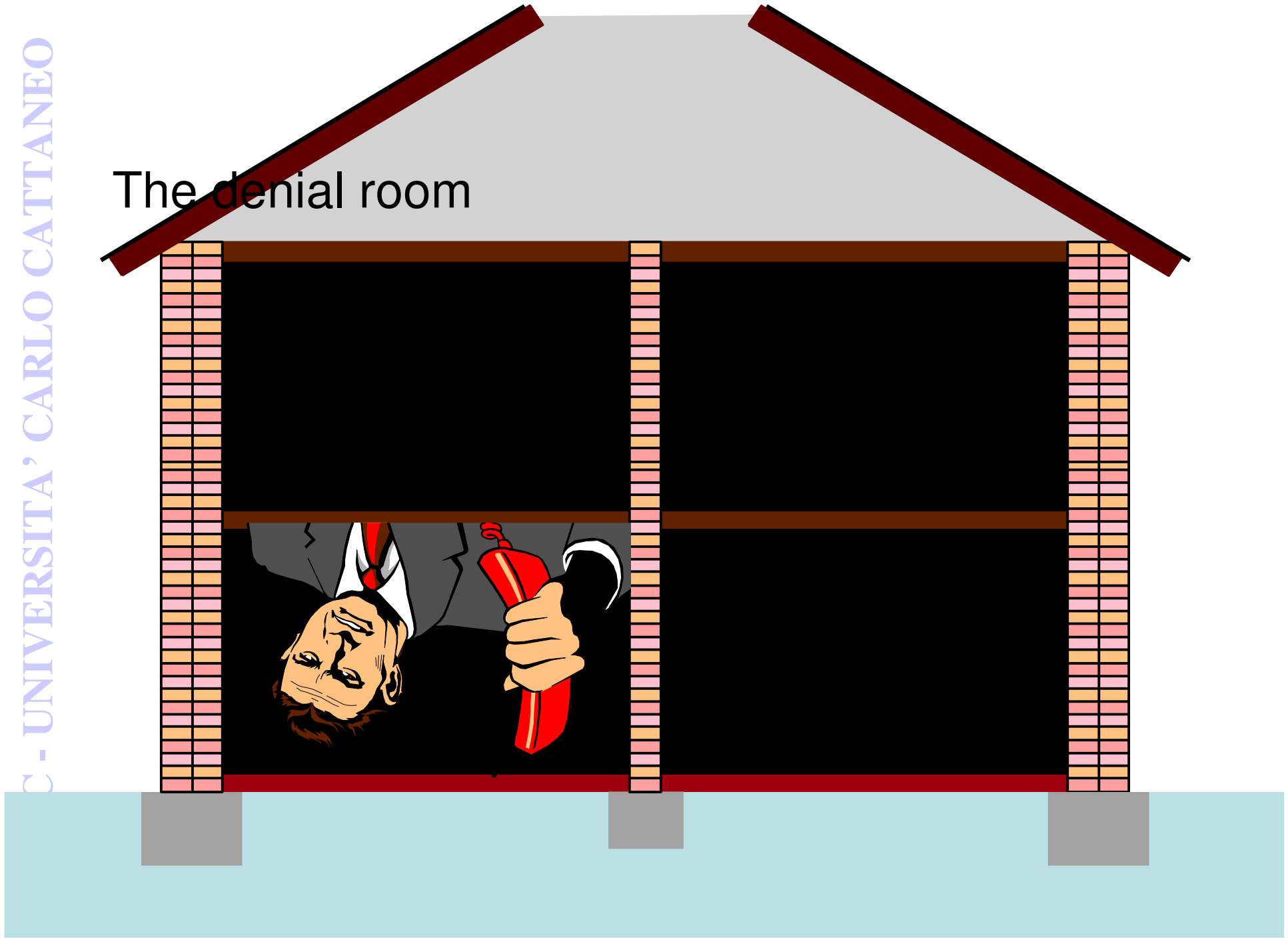
## Evidence of contentment room

- "We are the best !"
- "Let's postpone it !"
- "Why should we do it ?"
- Arrogance
- Very bureaucratic
- Lots of internal publications
- "Let's talk about details"
- "Let's talk about us"
- Ignoring the outside world

... the situation is changing ....



# The denial room

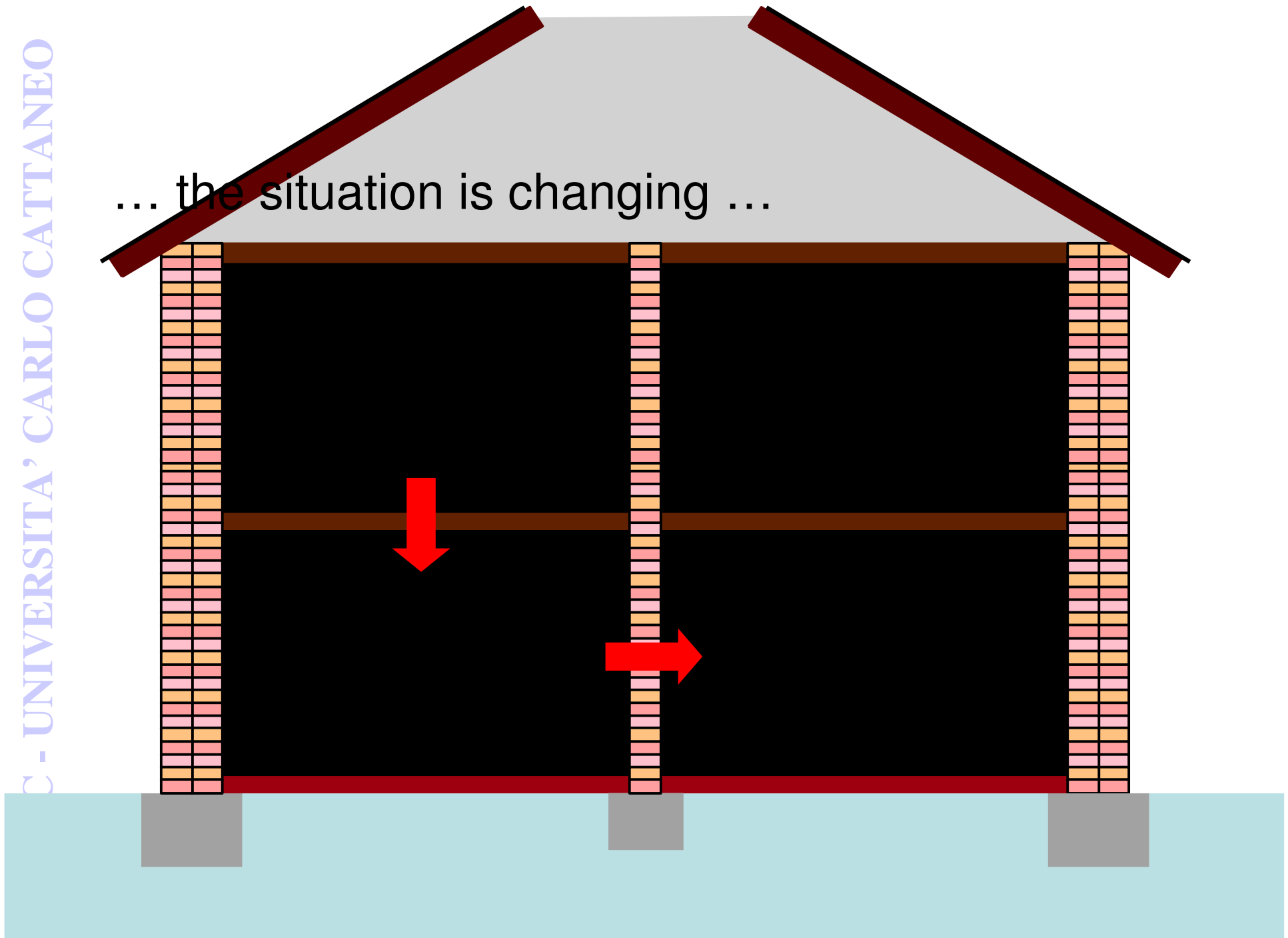


## Evidence of denial room

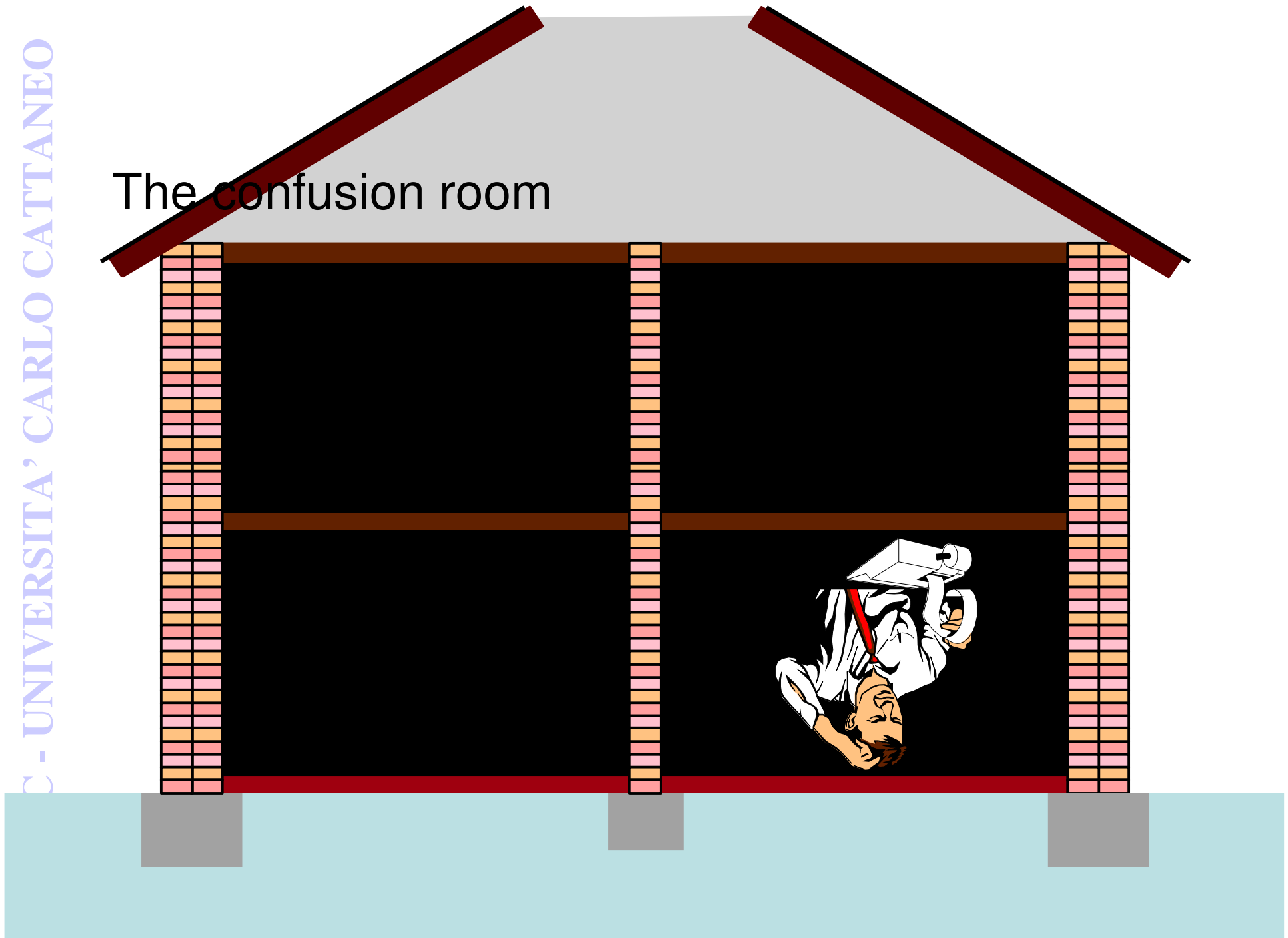
- "They are responsible"
- "Yes, but..."
- "Circumstances are responsible..."
- Fingerpointing
- Prophets ejected
- Persecute the innocent
- Protect the guilty
- High aggression
- Defensive behaviour



... the situation is changing ...



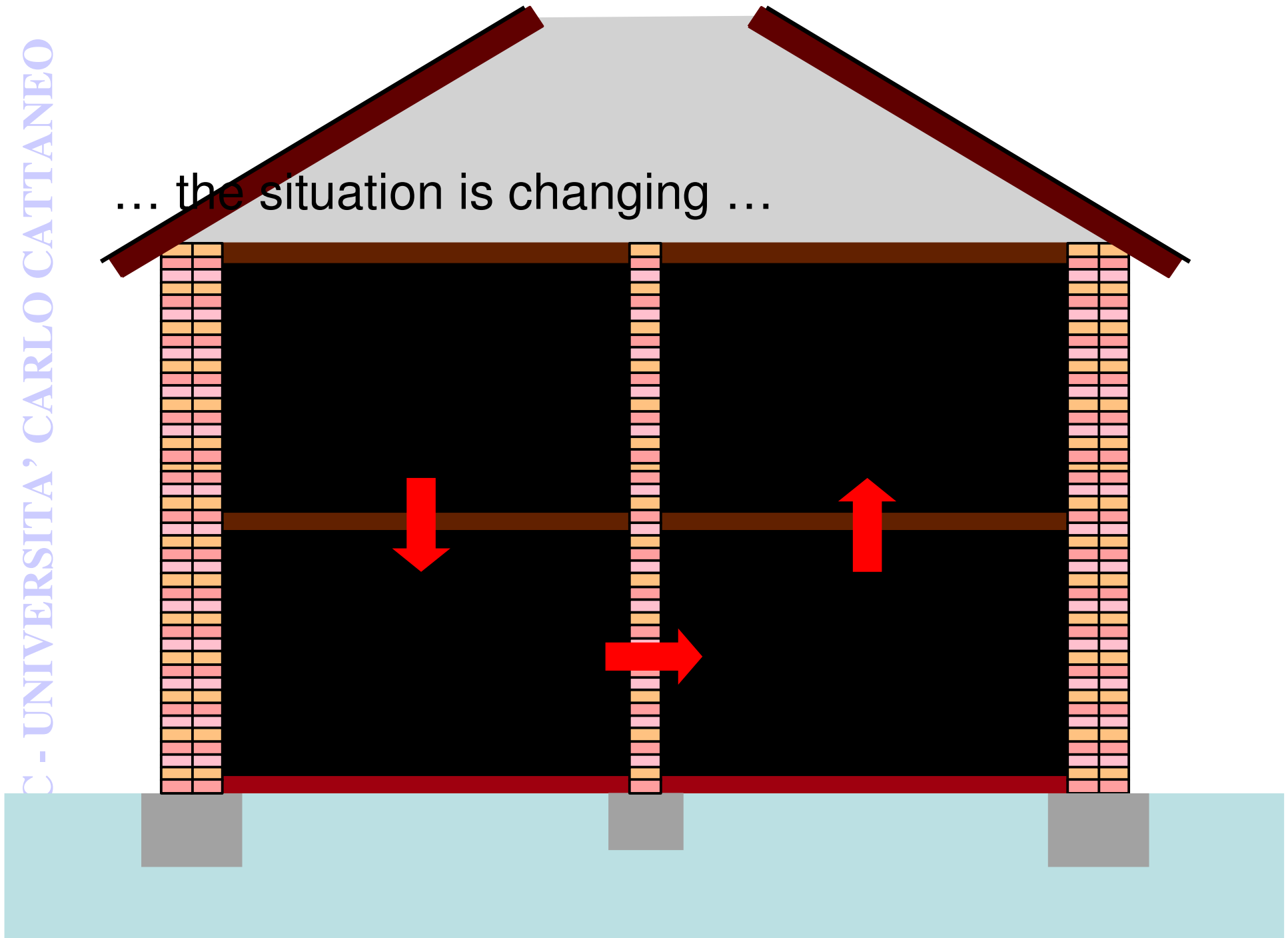
# The confusion room



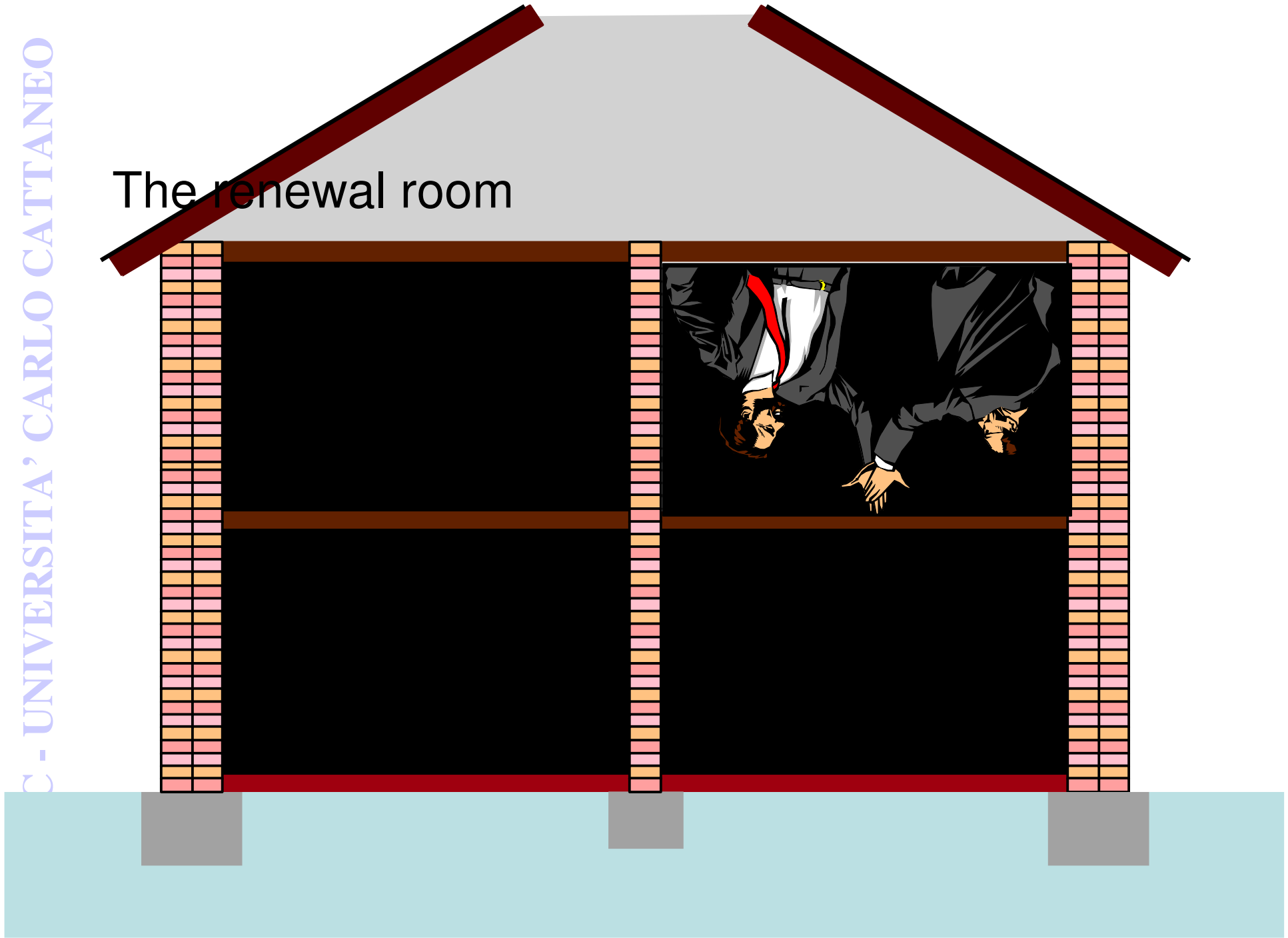
## Evidence of confusion room

- "Why, how, when, where, who..."
- Crying for help
- "Which way is best?"
- Hire and fire !
- A new strategy every day!
- Panic !
- Lots of uncoordinated initiatives
- Lost in the fog !
- Consultants in large numbers
- Hiring from outside
- Tower of Babel

... the situation is changing ...



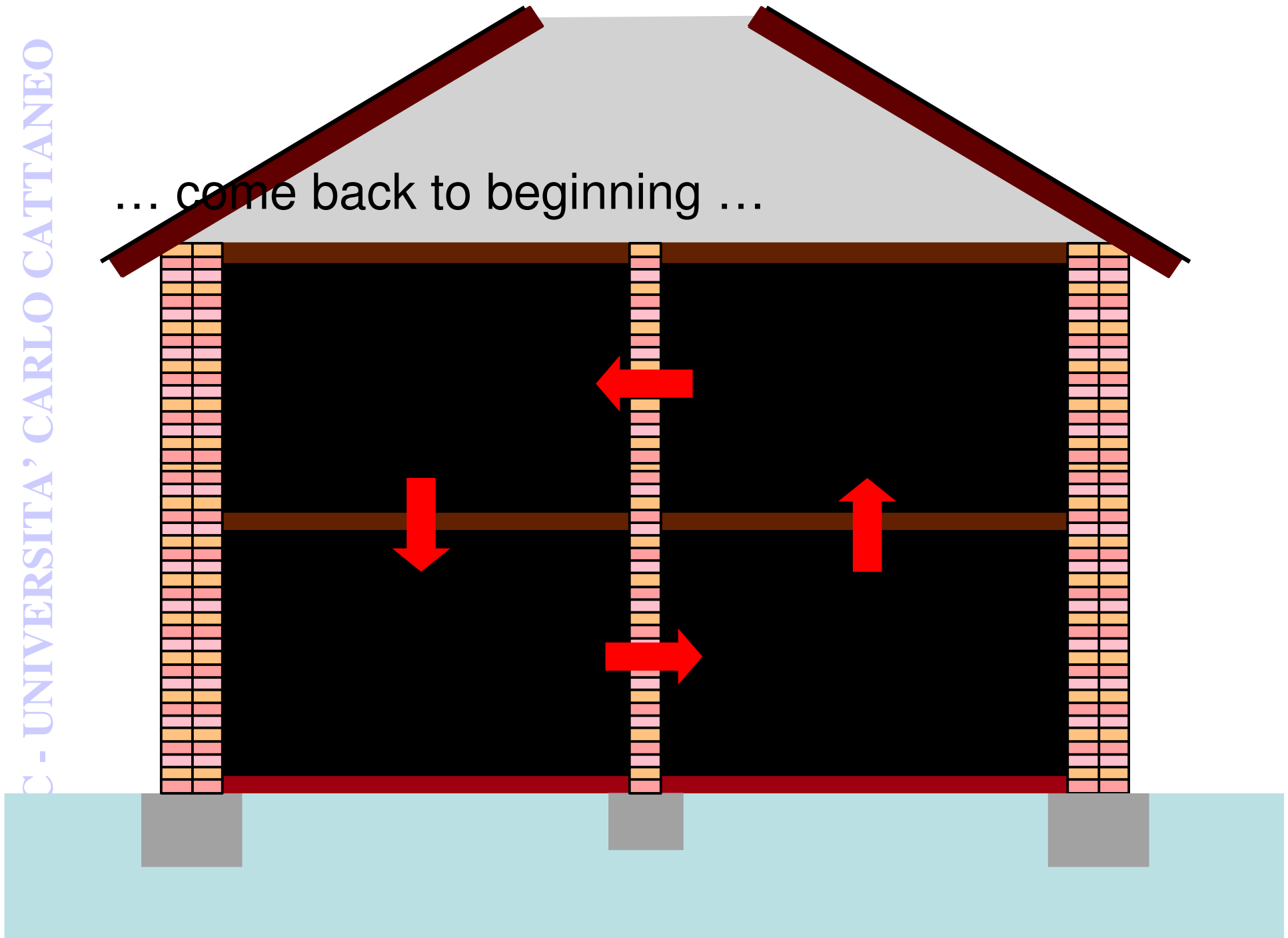
# The renewal room



## Evidence of renewal room

- "Let's do it together"
- "Let's make it happen !"
- "Just do it"
- High motivation and energy
- Constructive spirit
- No lip service
- Clarity and light
- Dynamism
- Taking responsibility
- Trust/delegation
- Focus
- Real CI
- Moving/increasing targets

... come back to beginning ...



## The rules of the Change House

- **All organisations and individuals have to go from room to room in an anti-clockwise direction**
- **From Contentment/Complacency to Denial/Denigration to Confusion/Chaos to Renewal/Revitalisation**



## The Rules of the Change House

- **Organisations and individuals do not have to spend the same amount of time in each room**
- **It is possible to speed through some rooms very quickly**

## **The Rules of the Change House**

- **Organisations and individuals do not have to make it through the house.**
- **Both can die during the journey, usually in one of the first three rooms.**
- **One may never reach Renewal and Revitalisation.**

## The Rules of the Change House

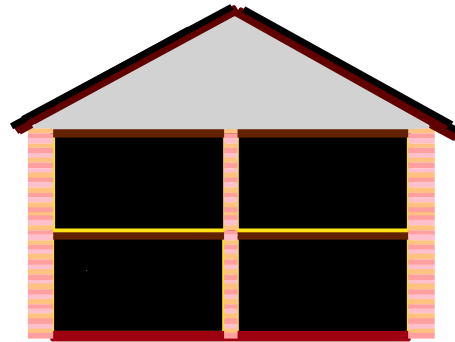
- **There is no end point; one continues to travel round the house from room to room until death**
- **Renewal is thus ultimately an illusion. Renewal and Revitalisation always turns into Contentment and Complacency**

## The Rules of the Change House

- **Some clockwise slippage is possible from Confusion and Chaos to Denial and Denigration or from Denial and Denigration to Contentment and Complacency**
- **Once in Contentment one cannot move clockwise into Renewal but have to go all the way around the house**

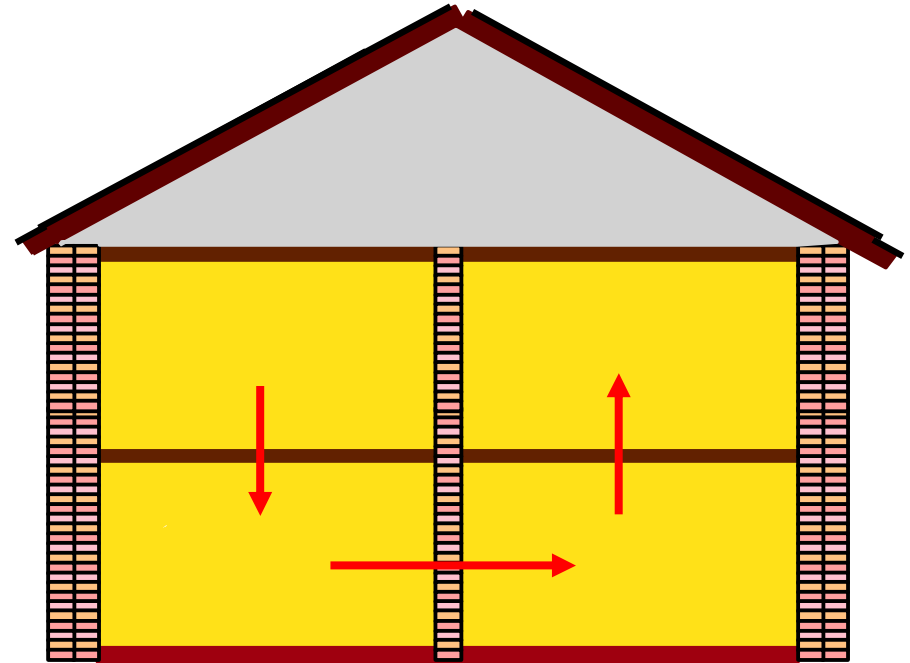
## MAKING CHANGE HAPPEN

**How to move people from  
room to room**



## How can we move people from:

- Contentment to Denial ?
- Denial to Confusion?
- Confusion to Renewal ?
- And prevent slippage from Renewal to Contentment ?



## From Contentment to Denial

- **Get people to benchmark**
- **Get people to go outside the company**
- **Provide data/stories on how well other companies are doing**
- **Provide a symbolic shock !**
- **Provide outlaws with a platform !**
- **Spread discontent !**



## From Denial to Confusion

- **Continue benchmarking**
- **Increase feedback from outside**
- **Expose the majority of the employees to the problem**
- **Bring in key influencers**
- **Fire those really stuck in denial**
- **Increase the shocks !**





## From Confusion to Renewal

- **Provide a vision and a direction**
- **Sell solutions, don't tell !**
- **Focus on the first steps**
- **Set demanding but attainable goals**
- **Keep feeding back results quickly**
- **Cross fertilize and cross-pollinate**
- **Reward new behaviours/performance**

## Preventing slippage into Contentment

- **Constantly ratchet performance targets**
- **Keep providing feedback - both internal and external**
- **Coordinate and channel efforts**
- **Keep refining and transmitting the vision**
- **Celebrate success but always link to new targets/objectives/visions**

