



# Change Management **Fail Modes** *by Patrick Hehir*

Change management initiatives tend to follow a process. Most have 7 or 8 steps and tend to be very similar to each other. Follow the steps for success they say. But what happens if you mess up a step. Below are the BVG steps for change and what can happen if that step is not done well. I use this tool to help me when change initiatives run into trouble. It's a diagnostic tool of sorts that helps leaders have authentic conversations about breakdowns or slow progress. It leverages a cause and effect problem solving approach. I've found it very helpful getting change initiatives back on track as people confront often difficult truths that they may otherwise want to ignore or avoid.

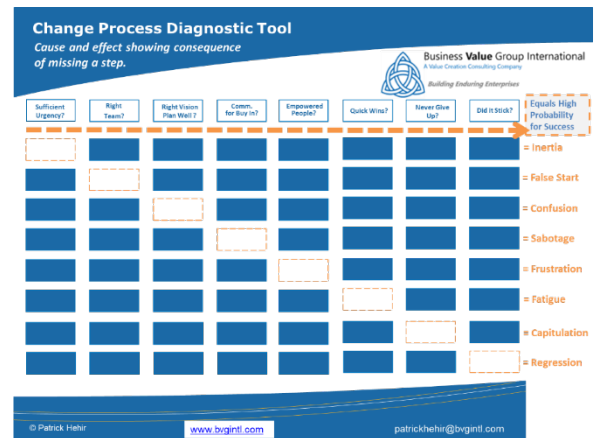


Figure 1.0 BVG Change Model

△ Process Steps		Fail Mode
1. Sufficient Urgency		= Inertia
2. Right Team		= False Start
3. Right Vision & Good Plan		= Confusion
4. Communicate for Buy In		= Sabotage
5. Empower People		= Frustration
6. Quick Wins		= Fatigue
7. Never Give Up		= Capitulation
8. Make it Stick		= Regression

