Are you on the best path to High Performance?

Organisational change is often described as a journey. The Change Map defines a three-dimensional, consolidated view of all of the major coordinates of change.

The vertical axis represents improvement or decline in business performance.

Each point on the landscape is a unique combination of strengths and weaknesses in the change drivers – the factors that drive performance improvement.
The Regions of the Change Map

Four Zones define the balance between Performance and Change Capability. Twenty different Regions then define different patterns of strength and weakness across the change terrain. These are subdivided into 625 Cells, each representing a unique algorithm of behavioural combinations.

High Performance – Peak Performance Improvement and high Capability

1. Pushing the limits: Once on the peak, the question is ‘where to from here?’ It takes energy to keep pushing for continuous improvement, but no matter what you have achieved you want to keep getting better.

2. Cruising: Teams are running on autopilot. Groups in this region are typified by low amounts of Disturbance and very high Passion and Drive, with little change taking place and negligible risk.

3. Achieved with loss of heart: Results are being achieved, but at a cost – people are working hard but not feeling supported enough, or recognised sufficiently for the efforts they are making.

On Track – Good Performance Improvement and above the norm Change Capability

4. Achieving on the run: People feel a sense of affiliation with the company and its direction. The challenge, however, is that teams are not functioning at full capacity and team leaders are not managing workloads.

5. Battling it out: Groups achieve performance improvement, but under high levels of disturbance.

6. Good moving to great: Groups here have very high team strengths – strong teamwork, high confidence in their immediate supervisor, clear roles, targets and accountabilities.

7. Business as Usual: Groups are performing well, but they don’t see much change taking place, are not involved and don’t have a strong understanding of the company direction.

8. Building Momentum: Groups see the need for change, feel involved, have high emotional energy and good teamwork, they understand the objectives of the change. However, they feel unsupported by their supervisors.

9. Sleepy in Success: Groups have high levels of confidence in leadership. They have low levels of disturbance and they feel valued. Life is good but they are not involved!

10. Bumpy ride: People have a high awareness of the need for change and feel a sense of urgency to make change happen. Passion and Drive are strong. However, achievement of project objectives is at risk – change is not seen to be well managed, people see high risks and obstacles to success.

11. In the dark: Teams have good teamwork and emotional energy. However, outside their immediate team they are lost. They don’t understand or agree with the company vision and direction. They have low confidence in leadership.

12. Yes, but …: Teams are aligned with the bigger picture and feel engaged in the changes taking place. The challenge, however, is that they just don’t feel they have the resources that they need to implement the changes successfully.

Unsustainable – Better Performance Improvement but low Change Capability

13. Just get on with it… Leaders focus on accountability, building systems and training to drive performance improvements. They ignore the need for deeper involvement and building positive momentum for change. Overall driver strength is below the norm and not sufficient to sustain performance improvements.

14. Struggling under pressure: Change is project driven relying on the classic formula of systems, training and vision to drive improvement. The need to build leadership capability and get real accountability is ignored.

15. Flatlining: Everything is ok. No big dramas, change is going nowhere in this region and no one seems too concerned. Risks and roadblocks are moderate but little change is taking place. What change? Involvement is at rock bottom.

Off Track – Declining Performance Improvement and low Change Capability

16. Washed up: There is not much change taking place which keeps the performance declining. Disturbance is the best performing cluster and resourcing is OK – i.e. teams feel they have the skills, systems and processes they need.

17. Rocky ground: This region it is typified by poor performing teams with low accountability, low involvement and low levels of teamwork.

18. Burning platform: There is not a lot of change happening but people are starting to see performance decline - the need for change is building. People have high awareness of the need for change and are getting involved, looking for ways to initiate improvements and they have clear team roles, responsibilities, targets and accountabilities.

19. Case for Action: Performance is declining. People see the need for change and feel the urgency to get going. But without clear leadership, direction, targets or resources they don’t know how to get started. Knowing that the situation is bad and that change is needed while lacking the means to change results in high disturbance.

20. Downward Spiral: Groups in this region are disconnected from the organisation. Performance is declining and people have lost hope that changes will result in benefits. They are in a downward spiral.