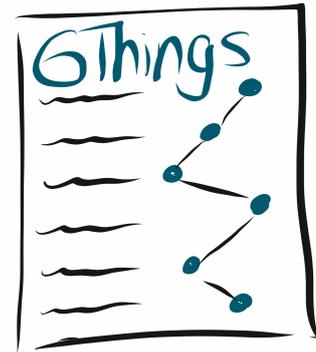


# SIX THINGS GAP ANALYSIS

Quickly assess the risk of a cultural change being successful with these six questions. It is often easier to start in the future working with the project team, then measure the leaders behaviour against that baseline.

1. Define the future leadership behaviours needed
2. Observe the leaders behaviour, collect your data
3. Assess the level of the gap
4. Work through the flow chart on the following page

Targets are those who need to change. Leaders are those who the targets report to. See our article 'So, you want to change the culture' for the background.



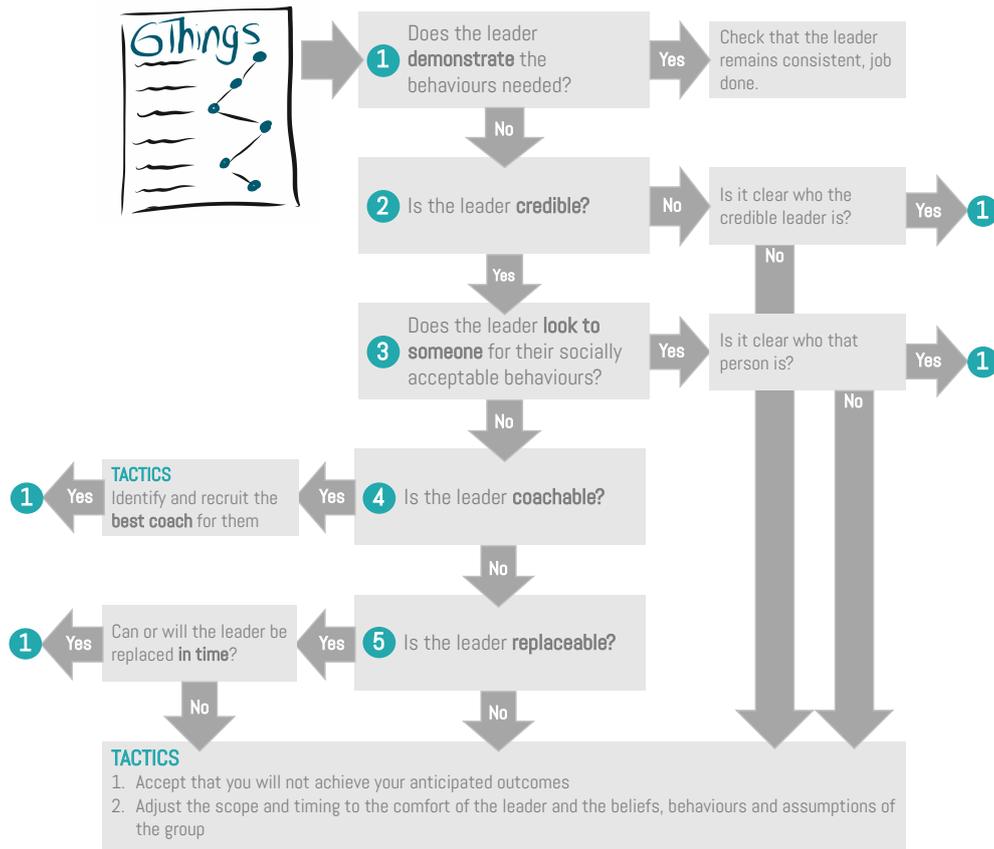
	Future	Now	Score
1 <b>Measure:</b> what gets measured gets done	What should they measure in the future?	What do leaders currently measure?	1=no gap 10=big gap
2 <b>Crisis:</b> How a leader responds in a crisis, who or what do they prioritise	In the new world, what priorities of response are needed for a crisis? How are they different?	How has the leader responded to crisis in the past?	1=no gap 10=big gap
3 <b>Role Model:</b> What behaviours does the leader display, or endorse	What behaviours should the leader demonstrate or endorse in the future?	What behaviours does the leader display which are inconsistent with the future?	1=no gap 10=big gap
4 <b>Hire and Fire:</b> How does the leader choose people to join or leave the team	How will the selection of team members need to change in the future?	How does the leader choose people to join or leave the team, on what basis?	1=no gap 10=big gap
5 <b>Rewards and Consequences:</b> How are rewards and consequences applied and for what?	How will future rewards and consequences need to be structured to reinforce the new behaviours	How are rewards and consequences allocated to the team, on what basis does the leader show approval or disapproval?	1=no gap 10=big gap
6 <b>Resources:</b> How are resources assigned to work?	How will resources need to be allocated or priorities adjusted for the future behaviours to be adopted?	How are resources, especially critical resources assigned to projects and work, what priorities are in place?	1=no gap 10=big gap
<b>Sanity check</b>			
A <b>Credibility:</b> Is the leader credible to the group?	Is the leaders credibility important to your success?	Do the group look to the current leader for their socially acceptable behaviours?	1=no gap 10=big gap
B <b>Flexible:</b> Does the leader flex their leadership style?	Will the existing leader need to adopt new behaviours for this change to be successful	Has the leader demonstrated their ability to adopt and use new leadership behaviours	1=no gap 10=big gap
<b>TOTAL (count the total score)</b>			

If your score is over 50 you have a significant gap in the current and future behaviours and your chances of success are reduced.

If your score is below 20, your change is culturally aligned, check for any standout scores and address individually.

## FLOW CHART

Once you have assessed the results, work through the flow chart below to assess the tactics for success.



## TACTICS

### Change the Change

Often the most pragmatic outcome is to redesign the change or transformation to fit the current culture, or the pace at which the culture can be changed.

### Change the leader

If the change outcomes are really important to you then your only tactic is to change the leader, either by building new behaviours or buying in a new leader.

#### Building new behaviours

- The first step is to work out how far up the tree do we need to go to create the behaviour change needed. If the boss's boss is speaking about taking more risk, but continues to behave in a way that is risk adverse, you will continue to be risk adverse.
- Once you have identified the right leader to start with this takes 1:1 coaching using a credible coach and an environment where the leader can be open and honest. This may have to be cascaded through each level.
- Once an influential leader shifts their behaviour, expect the group to shift and fast!

**Buying** in a new leader comes with its own challenges.

- It takes time to hire and mobilise.
- Watch for leaders who are culturally different and become isolated and ignored, quickly losing their credibility and leaving within their first 12-18 months.
- Or where they will allow themselves to be normalised for their own survival returning to where you started.
- Conservative estimates suggest that you need to change 80% of the leadership population to bring about culture change.