

Predicting Probability of Success

Variable		Description
Duration	D	Time between highly visible reviews is short
Integrity	I	Project team members have necessary skill, motivation, and resources
Commitment	C1	Senior management is committed and communicates a clear vision
	C2	Affected employees believe it is worthwhile
Effort	E	Project does not require excessive extra work by employees beyond their normal workload

- Each factor is scored from 1 (best) – 4 (worst) using a calibrated scale
- DICE score = $D + (2 \times I) + (2 \times C1) + C2 + E$

Score	Zone	Probable Outcome
7 - 14	"Win"	Statistically likely to succeed
14 - 17	"Worry"	Outcome is hard to predict
17 - 28	"Woe"	Likely to fail or have mediocre results

Sirkin, et al, *The Hard Side of Change Management*, p. 6

Adler, Kotter, and Pascale look mostly at the “soft” aspects of change. I think those aspects are crucial, but being an ex-engineer, I also want something more quantifiable. I’m not the only one. In “The Hard Side of Change Management,” Sirkin, Keenan, and Jackson say,

“In recent years, many change management gurus have focused on soft issues, such as culture, leadership, and motivation. Such elements are important for success, but managing those aspects alone isn’t sufficient ...it’s tough to get reliable data on soft factors. What’s missing, we believe, is a focus on the not-so-fashionable aspects of change management: the hard factors ... Our research shows that change projects fail to get off the ground when companies neglect the hard factors. That does not mean that executives can ignore the soft elements; that would be a grave mistake.” (Sirkin, p. 2 – 3)

They go on to say that hard factors have three characteristics:

1. Measureable
2. Easy to communicate their importance
3. Actionable – companies can easily influence them

The authors empirically found that a combination of four hard factors does a pretty good job predicting the success of change projects.

1. Frequency of reviews: interestingly, the total length of the project is not a big factor. The key is how often formal reviews are held, no matter how long the project.
2. Performance integrity: the extent to which the teams responsible for carrying out the change have the “fuel” needed for success – e.g., resources, skill, good leadership.
3. Level of commitment: how committed both the leadership and the employees are to the change.
4. Effort: the amount of extra work that the change project will impose on top of employees’ existing day-to-day duties.

