

Change Intelligence® Analysis & Action Planning Tool

This tool is a Change Intelligent tool has roots in Appreciative Inquiry, the Force Field Analysis, and the Six Hats Thinking Exercise, to facilitate problem-solving and decision-making. This exercise works best with an in-tact team jointly focused on a change initiative. It can be used:

- ✓ At the onset of a change process, during the “planning” stage, first to help analyze the situation from Heart, Head, and Hands perspectives, and then second to incorporate these insights into action plans.
- ✓ During the “doing” stage, to sense-check the proposed path forward and ensure no critical component has been neglected.
- ✓ After the change process during the “sustaining” stage, to guide the lessons learned debrief.

Using the chart on the following page, work through the tool one row at a time, analyzing the initiative in a sequential manner through a lens that represents the perspective from which you are looking at the change initiative:

- 1. Row 1 – Heart perspective** - focusing on people and asking "who" questions (including emotions, teams, and culture) to engage people to “want it”
 - 2. Row 2 – Head perspective** - focusing on purpose and asking "why/what" questions (including vision, strategy, and metrics) to enlighten people to “get it”
 - 3. Row 3 – Hands perspective** - focusing on process and asking "how" questions (including plans, tactics, and resources) to equip people to “do it”
- In each row, analyze the initiative in terms of the positives (what we have done well) and the opportunities (what we have not done as well and could do differently). Then, identify actions based on your analysis (what are the key next steps to take and key messages to communicate).
 - After you have completed the chart, transfer your observations, insights, and actions into your project plan as appropriate.
 - Share your results with other groups up/down/across your organization to foster cross-level/cross-functional collaboration, transparent communication, open feedback, and a psychologically safe common language to make change a deep and broad cultural capability.
 - For optimal results, make this a “living document” that models continuous improvement by periodically reviewing, updating, and leveraging what you learn to build your organization’s change leadership capabilities.



For more resources, tools, and tips, read the best-selling book *Change Intelligence: Use the Power of CQ to Lead Change that Sticks*.

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For customized solutions, contact us at info@changecatalysts.com

Apply awareness of CQ® to analyze your change initiative and plan actions based on your analysis. Look at the change initiative through the lens of the 3 CQ® dimensions-Heart, Head, and Hands-and answer the 3 questions for each, row by row.

CQ® Dimension	What have we done well so far?	What have we not done well so far and could do differently now moving ahead?	What are key next steps to take and messages to communicate?
Engaging the Heart (People, Teams, Culture)			
Enlightening the Head (Purpose, Strategy, Metrics)			
Equipping the Hands (Process, Resources, Barrers)			

Got Change? Get CQ®!
 The Change Intelligence® Academy empowers people, teams, and organizations to lead successful and sustainable change. Get CQ® to get results now and build a change-capable culture for the future.



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