

CONDUCTING A LEVER AND METRIC AUDIT

Starting with Behaviors

As discussed, change is really about getting the workforce as a whole to change their behavior in one or more areas. When looking at levers to pull and metrics to adjust, you need to start with the behaviors you are trying to change. In workshop 2, we went over identifying the current and ideal behaviors associated with the specific change. Pull those behaviors up now. Or, if you didn't do that, take some time now to think of the key behaviors that need to change for the organizational change to be successful.

Once you have those behaviors, think about the following questions.

1. What parts of the system can be changed or adjusted to drive those behaviors?

Sometimes, it is easier to think about what systems are in place that are actively competing against the goals of the change. So, also think about the system from that perspective.

2. What parts of the system are counter to the goals of the current change?

3. How can you align those aspects to the change?

Types of Levers

There are several types of levers you want to examine.

- 1. The physical environment** – Sometimes a small adjustment in the physical environment can drive behavior change. For instance, if you want two departments to work more closely together, move them both to the same space. Physical proximity won't accomplish the change all by itself, but it sure can help.
- 2. Organizational measures** – This is a key alignment. If you have organizational measures that executives are expected to meet that are counter to the goals of the change, it will be almost impossible to effectively and successfully make the change. The misalignment between how performance is being measured and organizational objectives is one of the most common reasons for change failure.
- 3. Policies and procedures** – Policies and procedures evolve over time based on the realities of the organization. Policies and procedures sometimes on paper look overly complex and elaborated but have evolved over time to accommodate organizational realities. If you are looking to change one or more of those realities (for example, an IT system), you will find that policies and procedures will be impacted and will fight against your change efforts. Therefore, changing the policies and procedures need to be considered as an important lever for change.
- 4. Awards and recognition** – The things the organization recognizes and rewards are subtle but important drivers of behavior. It's important that these things are in alignment with the change goals for the change to be sustainable and successful.
- 5. Executive performance plans** – If you need the executives to do something to support the goal, the number one way to make sure they do it is to put it in their performance plans. Since ratings, bonuses, and promotion potential is all tied to performance plans, most leadership uses their performance plan to direct the work of themselves and their teams. Adding a performance metric about the behavior or action you need from them in their performance plan is a powerful way to drive their behavior.
- 6. Individual workforce performance plans** – If there is a group of the workforce that has performance plan elements that are counter to the behaviors and actions you are looking to encourage and promote during and after the change, this could be a helpful lever as well. Some organizations have standardized performance metrics (for example, all people in sales have similar plans and common metrics). While it may not be as effective of a lever if all individual performance plans are different, it is definitely worth putting it on the list to consider.
- 7. Other levers** – Depending on the specific changes you are looking to make in the organization, there may be other levers you can pull to help make the path to performing the desired behaviors that much easier. The more you can identify and influence, the better.

Auditing the Existing Metrics

When you are leading a change, it is important to be aware of the other forces in the organization that drive behavior. The most important driver of behavior is metrics. Whether these are organizational metrics or metrics used to measure individual performance, they are a huge driving force behind what people do day to day. If these metrics are out of alignment with the desired behaviors of the change, you will lose the long-term battle in the change game.

By doing an audit like this, you can ensure alignment ahead of the change and work on addressing any metrics that are driving the wrong behaviors.

Metric Audit Table

<u>Current Metric</u>	<u>Intended Behavior</u>	<u>Reality Behavior</u>	<u>Desired Behavior Post-Change</u>	<u>Does the Metric Support the Change?</u>
300 client visits a year	improved customer relationships	Competition; confusion between staff; lack of clarity (purposeful); bad customer data	Improved customer relationships; accurate customer data	No - instead: high-touch customer outreach; resolving issues; educating customers; providing advice; strategic follow up after closed/won-closed/lost

Identifying Metrics to Examine

By using the behaviors and change continuum developed in the planning phase of the change (discussed in more detail in Workshop 2), you can identify all sorts of organizational and individual performance goals that have a direct or indirect influence on the behaviors you are trying to drive with the planned change. While you don't need to identify all metrics being used, any organizational metrics, leadership metrics, or individual performance metrics for large groups of the workforce should be examined for alignment.

Intended Behavior

The intended behavior column is where you place the intent of the current metric; what behavior is that metric trying to drive? You may be able to ask the executive who created that metric. There may be people in the strategy group that can help define the original intent.

Reality Behavior

The reality behavior column is to outline the actual result of that metric. You may need to speak with leadership or the strategy group to determine this as well. Most metrics have intended and unintended consequences. You want to list both here, determining which is more prevalent, if possible.

Post-Change Behaviors

In the desired behaviors post-change column, you want to list all of the behaviors that could or should align with this metric. You may have more than one behavior listed here.

Final Metric Assessment

Finally, you want to assess the metric and whether it should stay, go, or be adjusted. This can then be the foundation for a discussion with leadership and a good discussion with which your executive sponsor can help.