

THE *PROGRESS REPORT*™

FROM THE FACILITATORS OF PROGRESS CONSULTING - (905) - 717 - 3242



Are You Making Progress?

That's the key question!

Not all change is progress. Focus on which changes will make your organization demonstrably better off, and how!

Getting Better And Better, Faster And Faster

Chances are, your organization is getting better all the time. However, so are your competitors. In today's competitive environment, your challenge as an organization is to become better and better, faster and faster.

A starting point is to ...

Clarify What Each Change Is Supposed To Achieve

Examine every one of your changes – such as a merger or new computer system. Review its stated purpose and evaluate clarity. A clear "intended result" should link the project to your organization's macro objectives.

Ask yourself, "What is this change supposed to achieve?"

- More customers? How many?
- Higher prices? By how much?
- Better service? By what measure and how much?
- Lower costs? How much and by when?
- Better morale? How will one tell?
- Lower risk or uncertainty? What will be the proof?

It Is Never Too Late For Clarity

If necessary, strengthen a change's statement of "intended results". Make it clearer and more clearly linked to the macro goals of the organization. Do this, even if the project is in mid-stream. It is never too late to clarify purpose.

Making Progress? Continued ...

Check To See How Well The Purpose Is Understood

Ask the people affected (internal and external) to state their understanding of the "intended result" of the change. In the example of a new computer system, ask them what the new computer is supposed to achieve compared to the system they know now.

Note whether their responses are ...

- accurate
- clear
- consistent.

Clarity Paves The Way For Successful Change

There is a high correlation between clear, consistent and commonly held goals and successful change. When goals are clear and are expressly linked to the organization's macro goals (eg: profitability), there is a much greater likelihood of advancing these goals – a better chance of "making progress". At every stage of a change, reiterate, clarify, refine and improve the stated "intended results" of your change.

Do Your Customers Support Your Plans?

One company's P.R. literature assured customers that its upcoming merger would "improve customer service". Yet, when asked, customers could not clearly explain how service would improve. In fact, many customers were skeptical. They viewed the merger as a threat to their interests. Internally, the situation wasn't much better. The merger was not viewed as being linked to customers' objectives, and therefore, would not likely fulfill them.

If your customers do not support your change, it is likely that they have had an insufficient role in influencing the change. If your change isn't for the benefit of your customers, why are you doing it?

Is time an issue?

There is probably considerable time pressure to accomplish the change. However, if you haven't got time to do it right, when will you have the time to do it over?

Would A Facilitator Help?

A Progress Consulting facilitator challenges you on the clarity of your goals and whether an initiative will produce, not just change, but "progress". This investment in "getting it right" gets recouped in the facilitator's ability to speed up organizational decision-making and create the conditions for successful implementation. In other words, you get a payoff in "getting things right the first time".

Making Progress: Your reward ...

Your reward will be an organization that wins the competitive race the only way it can – by getting better and better, faster and faster.