PLOT – Plan-Lead-Operate-Track

PLOT – Story for successful Change

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 Track  ◀──────  Operate
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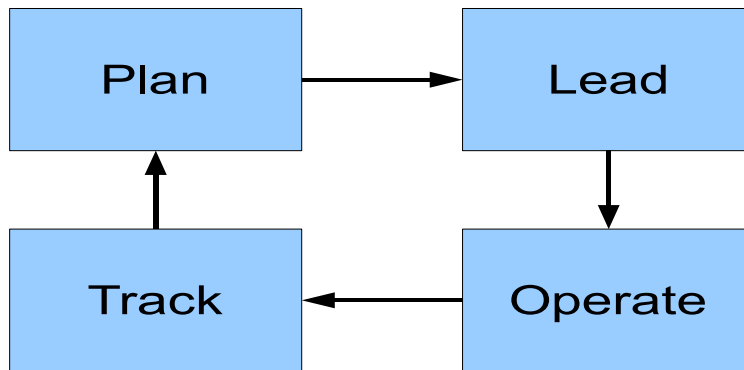
Plan
- Form your **Point of Arrival** (POA) on the basis of your **Point of Departure** (POD). The POA should be compelling, motivational and realistic
- Establish strong consensus around POA. Simple and memorable communication structure.
- Detailed actions plans linked to 3-5 critical action imperatives
- Relatively few critical metrics to measure success (strategic,operational and organisational measures)

"The fundamental reason for failure is that people in an organisation are often unaware of the need or urgency for performance improving change and therefore prefer their accustomed ways of doing things."

Lead
- Define the burning platform
- Communicate all the time – and with every tool at your disposal
- Adjust the message as change proceeds
- Build the core team
- Create change teams throughout the organisation
- Use incentives
- Streamline the structures
- Build capabilities
- Avoid the "valley of death"

Operate
- Launch initiatives
- Find quick wins
- Celebrate
- Don't get distracted
- Use fact-based accountability
- Work with passengers, get rid of drillers

Track
Winston Churchill:*"However beautiful the strategy, you should occasionally look at the results."*
- Create well-structured dashboards
- Bank success
- Trigger contingency plans

Making the handoff
Winston Churchill: *"Success is never final."*