

We call these elements the *big four*. To implement change effectively, a manager's job is to make sure that all these elements are in place, and when they are not, act to put them in place. Table 7-3 provides a brief summary of these four intertwined forces for change.

TABLE 7-3

The big four: making fast and effective change happen after the decision

1. Dissatisfaction	People need to be unhappy with the current state of affairs. If unhappiness with the status quo isn't there, create it.
2. Direction	Relentlessly communicate what the change is, why it is necessary, and what people ought to be doing <i>right now</i> with as much clarity as possible. If you aren't saying, writing, and modeling the same message over and over again, it probably isn't going to stick.
3. Overconfidence— punctuated by self-doubt and updating	Express <i>excessive faith</i> that the change will succeed and be worth the pain, time, and money in the end. Creating a self-fulfilling prophecy is one of the most powerful things you can do to increase the odds of success, regardless of the success rate experienced elsewhere. To avoid the dangers of operating on blind faith, however, confident actions need to be punctuated by episodes where people openly <i>discuss their doubts and uncertainties</i> and <i>update</i> to incorporate new facts into what the organization does.
4. Embrace the mess	Accept that there will always be errors, setbacks, miscommunication, frayed nerves, and frightening rumors when a person or organization tries to do something new, no matter how well the change is planned and implemented. Treat glitches as a normal part of the change process, learn from them, assume that everyone has the best intentions, and focus on how to fix the problem instead of whom to blame. Point at solutions instead of at each other.