

MASTER 3X3 CHANGE.

(1) What's to be Changed Over the Next 12-18 months. The three sub categories are business processes (how we do things), technology, and people/culture.

(2) What's to be Preserved Over the Next 12-18 months. Again the three levels are business processes, technology, and people/culture. Pay attention to the how issues are phrased. Something could be Preserved because it is not a top priority today. It could be Preserved because it is what makes the company unique/special.

(3) What's to be Avoided at All Costs Over the Next 12-18 months. Again, the three levels are business processes, technology, and people/culture.

WHY IS THIS IMPORTANT?

Job interviews tend to focus on what needs to be changed. From this incomplete premise, the hiring authority then ends with, "Can you hit the ground running?" Follow that imbalanced and false framework when you begin work and you are toast! By asking the 3x3 questions you show the hiring authority that you are sophisticated about the complexities of change management.

After the interview, send an email to the hiring authority outlining how you would handle the first two weeks of employment based on your understanding of the 3x3 dimensions of change articulated in the interview. Stress that the letter is a DRAFT FOR DISCUSSION and not a concrete plan of action. You don't want to come across as too rigid!

Notice that we use a time span. But the time span is customized to the sector. Higher education

change, for example, might take place over a 1-6 year time frame but venture backed technology companies often operate in a 6-12 month time frame.

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