

## 5D Engineered Change Framework™

Definition	Guiding Principles	Actions	Change Agents Involved
<b>1. Discovery</b>			
Identify the need for change and formulate vision	<ul style="list-style-type: none"> <li>• Data-driven decision-making</li> <li>• Compelling case for change</li> <li>• Stakeholder involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Form a discovery team (e.g., steering committee)</li> <li>• Review internal and external data</li> <li>• Define viable opportunities</li> <li>• Formulate vision and execution strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Change leaders</li> <li>• Consultants</li> <li>• Managers</li> <li>• Individuals (analysts)</li> </ul>
<b>2. Diagnosis</b>			
Understand current state, gaps to desired future, and options to bridge them	<ul style="list-style-type: none"> <li>• Systems thinking</li> <li>• Strategic problem-solving</li> <li>• Readiness assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Gather/analyze data with models/frameworks</li> <li>• Assess readiness, impacts, barriers, risks, enablers</li> <li>• Identify solutions (feasibility, alignment, impact)</li> <li>• Develop implementation recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Consultants</li> <li>• Managers</li> <li>• Individuals (analysts)</li> </ul>
<b>3. Design</b>			
Design change intervention	<ul style="list-style-type: none"> <li>• Strategic alignment</li> <li>• Flexible planning</li> <li>• Level(s), magnitude, and complexity of change</li> <li>• Resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>• Establish governance</li> <li>• Translate into plans (project, communication, stakeholder, impact, risk)</li> <li>• Define KPIs/success metrics</li> <li>• Plan resources (budget, tech, personnel)</li> </ul>	<ul style="list-style-type: none"> <li>• Change leaders</li> <li>• Consultants</li> <li>• Managers</li> <li>• Teams</li> </ul>
<b>4. Deployment</b>			
Execute change strategy and plan	<ul style="list-style-type: none"> <li>• Mobilize energy</li> <li>• Enable empowerment</li> <li>• Monitor flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate vision clearly</li> <li>• Provide training/resources/support</li> <li>• Conduct readiness checks/pulse surveys</li> <li>• Monitor execution/impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Change leaders</li> <li>• Consultants</li> <li>• Managers</li> <li>• Teams</li> <li>• Networks</li> <li>• Individuals</li> </ul>
<b>5. Determination</b>			
Measure change outcomes and identify improvements	<ul style="list-style-type: none"> <li>• Continuous improvement</li> <li>• Change reinforcement</li> <li>• Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Assess effectiveness via KPIs/metrics</li> <li>• Document lessons/best practices</li> <li>• Reinforce/sustain gains</li> <li>• Support ongoing enhancements</li> </ul>	<ul style="list-style-type: none"> <li>• Change leaders</li> <li>• Consultants</li> <li>• Managers</li> <li>• Teams</li> <li>• Individuals</li> </ul>