J&J discuss key indicators of success for large change programmes, using the UK Brexit position as an example. They reflect on force-field analysis, the importance of joined up leadership, influential communication and models of change.

**Force-field Analysis: Brexit as an example**

- **Driving Forces: Total Score - 13**
  - Force 1
  - Force 2
  - Force 3
  - Force 4
  - Force 5
  - Force 6
  - Force 7
  - Force 8

- **Restraining Forces: Total Score - 13**
  - The factors supporting the change should go here, with their strength
  - The factors resisting the change should go here, with their strength

The specific forces identified will be unique for each proposed change, and should be identified through discussion with key stakeholders.

**FACTORS CONSIDERED**

- For change to be well led and effective, leadership needs to be united, consistent and joined up. When this is not the case, change will be harder to implement. When followers hear differing and dissenting voices, change will not run smoothly.

**United leadership: Brexit as an example**

- **United, Stable European Negotiators**
  - 27 aligned members
  - Stable, consistent leaders
  - Steady messaging
  - Limited turnover of population

- **Divided, Inconsistent UK Leadership**
  - Brexit & remain cabinet
  - Loud and differing voices
  - Multiple Brexit Secretaries (3)

- **Divided Political Parties**
  - Green
  - Lib Dems
  - SNP
  - DUP
  - Labour

- **Divided Governing Majority**
  - Main Conservative Party
  - DUP
  - ERG Wing

**For change to be well led and effective, leadership needs to be united, consistent and joined up. When this is not the case, change will be harder to implement. When followers hear differing and dissenting voices, change will not run smoothly.**
Influential communications are a key part of change leadership. When consistent they create followership and align people behind a single future objective. When conflicting they cause division.

### Monroe’s Motivated Sequence in action

<table>
<thead>
<tr>
<th>Leave</th>
<th>Remain</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACT &amp; PROP: Big red bus with £350m GBP on the side of it…</td>
<td>FACT &amp; STATS! All the car companies are leaving the UK!</td>
</tr>
<tr>
<td>ATTENTION - Capture the attention of your audience.</td>
<td>FACT &amp; STATS! All the car companies are leaving the UK!</td>
</tr>
<tr>
<td>NEED - Create a burning platform by showing that the current state is unsatisfactory.</td>
<td>Brexit is going ahead and means we’ll have economic ruin forever!</td>
</tr>
<tr>
<td>SATISFACTION - Provide a solution that overcomes the problems you raised.</td>
<td>But we can stop this! We just need to cancel Brexit!</td>
</tr>
<tr>
<td>VISUALISATION - Help your audience visualize the future you propose creating.</td>
<td>When we cancel it we’ll be rich, peaceful and connected to Europe.</td>
</tr>
<tr>
<td>ACTION - Issue a call to action. Ask your audience to help you.</td>
<td>Email your MP today about a second referendum to make this dream a reality!</td>
</tr>
</tbody>
</table>

### Large scale changes are most effective when they follow a specific change process. How does Brexit look through the lens of Kotter’s 8 step change model?

1. **Create a sense of Urgency**
   - A great sense of urgency has been created in the UK. Unfortunately, different, conflicting burning platforms exist.
2. **Build a guiding Coalition**
   - No stable guiding coalitions have been built. Leadership is inconsistent and factionalised at most levels.
3. **Create an inspiring Vision**
   - Multiple visions of the future exist, each inspiring different factions. Lack of clarity over what “leaving Europe” means.
4. **Build an army of Volunteers**
   - Armies of volunteers exists, but they are fighting for different things. Others are becoming fatigued.
5. **Remove Barriers**
   - Lack of consistent leadership and vision has made it hard to remove barriers. Particularly given Europe’s unity.
6. **Short-term wins**
   - Short term wins have been achieved, some on both sides, but these have been limited.
7. **Accelerate the change**
   - There has been no acceleration of change.
8. **Embed the new culture**
   - The country is divided and appears at deadlock, with few paths visible that could unite and embed a new culture.