

## CHANGE PERSPECTIVE BRIDGING

The root cause of change failure can often be traced back to misalignment. When stakeholders are misaligned on their perspectives of the change strategy, objectives, benefits, etc., resistance builds, engagement falls, and the entire initiative is put at risk. Use this worksheet to facilitate meaningful conversations between parties with the intent of bridging the perspective gap.

### 1 Set the Context

Start by setting the context for the discussion. It could be to build alignment around the outcomes, impacts, risks, benefits, or any other aspect of the change. The conversation should be centered around a theme to keep the conversation focused.

### 2 List Each Parties Perspectives

Each party begins by individually listing their perspectives of the theme for the conversation. Using sticky notes, work in silence to complete this step. It's important to create a safe space for open and honest dialogue by not commenting on or judging what each party is writing down at this point.

### 3 Identify Where Each Party Agrees

Begin the conversation by identifying the agreed upon perspectives. These are the perspectives that each party shares a mutual understanding of and see the same way. Move these perspectives to the "Aligned Perspectives" area to see how wide the initial gap between the parties is.

### 4 Discuss Divergent Perspectives

Discuss the divergent perspectives that remain between each party. If the parties are able to align on certain perspectives during the conversation, move them to the "Aligned Perspectives" area to further close the gap. Alignment does not necessarily require agreement. Alignment requires that you can support the decision even if you don't agree with it. Agreement is a nice-to-have, while alignment is a must-have. While you might not agree with a perspective, it's not something you are willing to draw a line in the sand over. Do not move any perspectives to the "Aligned Perspectives" area if you are not able to get aligned through the conversation.

### 5 Assess the Remaining Gap

How wide is the remaining gap between each party? Are the remaining perspectives that the parties were not able to get aligned upon considered blockers? If so, create a plan how to move forward towards achieving alignment or resolution.

