

## SHORT TERM AND LONG TERM

### *11 Question Assessment for Effective Change Management*

In today's rapidly evolving business landscape, organizations must balance short-term wins with long-term strategic goals. This assessment inspired my book [Leading Change](#), helps leaders navigate the tension between immediate needs and future vision. By answering these questions, you'll gain valuable insights into your organization's readiness for change and its ability to sustain transformation over time.

### How to Tackle These Questions

#### 1. Schedule a Dedicated Meeting

- Set aside a 1 to 2-hour, in-person meeting with your leadership team. This focused time will allow for deep discussion and collaboration.

#### 2. Pre-Prioritize Key Sections

- Before the meeting, identify which question sections are most critical for your organization. This will help streamline your discussion and ensure you address the most pressing issues.

#### 3. Prepare for Change

- Equip your business to navigate change effectively, aiming for a success rate that exceeds your previous experiences. This proactive approach will position your team for impactful outcomes.

### BONUS STEP: Fuel the Conversation

- Provide coffee and baked goods - you are about to get immersed in rich dialogue and need the energy to stay focused!

## Healthy Focus on the Short Term

### 1. *Are we flexible?*

- Is our long-term vision and strategic plan flexible enough to accommodate short-term opportunities and adaptations? How do we know this?
- Can we provide concrete examples where our long-term vision allowed us to pivot in response to short-term opportunities or challenges?
- Who was involved in making these decisions, and how did their roles contribute to the healthy flexibility of our strategy?

### 2. *Are we aware?*

- Are we regularly scanning the environment for emerging trends, threats, and opportunities that may require immediate action?
- How do we (or could we) conduct this environmental scan?
- Who is responsible for monitoring different aspects of the environment, and how do they communicate potential opportunities or threats to the leadership team?

### 3. *Are we sure?*

- Do we have a mechanism in place for quickly evaluating and prioritizing short-term opportunities based on their alignment with our long-term goals?
- Can we outline the steps of this evaluation process?

### 4. *Are we supportive?*

- Are we fostering a culture that encourages and rewards agility and responsiveness to changing circumstances?
- Are we empowering team members at all levels to identify and pursue short-term opportunities that align with our overarching goals? Can we provide specific examples of this?
- How do leaders model these behaviours, and how are they developed and reinforced throughout the organization?

**5. *Are we ready?***

- Do we have the necessary resources and capabilities to capitalize on short-term opportunities without sacrificing our long-term sustainability?
- Can we identify instances in the past year where this has happened successfully?
- How do we ensure resource allocation aligns with short-term needs and long-term goals?

**6. *Are we Both/And?***

- Are we striking a balance between both short-term wins and long-term strategic initiatives to ensure sustained success over time?
- How do we define this balance, and how do we measure our success in achieving it?
- Can we identify areas where we may need to recalibrate our focus to achieve a more balanced approach between short-term and long-term priorities?

## **Healthy Focus on the Long Term**

**7. *Do we have mission alignment?***

- How does this change align with our organization's long-term vision and strategic plan?
- What measures can we implement to maintain alignment with our overarching goals?
- How do we (or could we) effectively communicate the purpose and rationale behind this short-term change in the context of our organization's long-term objectives and values?

**8. *Do we know the potential pitfalls?***

- What potential long-term impacts might this short-term change have on our organization?
- How can we anticipate and mitigate any negative consequences that may arise over time?
- Have we actively sought out perspectives from individuals and stakeholders with a long-term bias to challenge and provide pushback against this change?

**9. Do we have better options?**

- Have we explored alternative approaches that may better serve our organization's long-term interests?
- How can we ensure that our decision-making process considers a range of options to optimize long-term outcomes?

**10. Are we creating capacity issues?**

- Are we adequately prepared to sustain the success of this short-term change in the long term, considering the ongoing time, energy, and staffing commitments it may require?
- How will we ensure that resources are allocated effectively to maintain its momentum and impact over time?

**11. Are we creating chaos and confusion?**

- How could this short-term change lead to internal confusion regarding our organizational priorities and values? Externally, how might it obscure our offerings and brand identity?
- What strategies can we implement to minimize any enduring effects on our values, reputation, and brand recognition, both internally and externally?

Answering these questions will help you tap into the healthy tension between focusing on the short term and the long term, ensuring effective change management. This assessment draws inspiration from the principles outlined in my book, [Leading Change](#), which provides a comprehensive framework for successfully navigating organizational transformation. By addressing both immediate concerns and long-term objectives, leaders can create lasting change that propels their organizations forward in an increasingly complex business environment. Enjoy!

Tim