

DICE - Easy-to-use tool to assess an initiative's potential before it starts

- D** The **timeline (Duration)** either till completion of the project or between learning milestones
- The “learning milestone” is a predetermined stage in implementation at which project strengths, weaknesses, and progress against key performance measures are formally assessed
 - Ideally, learning milestones should be less than two months apart whilst still enabling the review of meaningful blocks of progress

- I** The “**performance Integrity**” of a project team
- Attributes include: Capable leadership, clear objectives, fast track individuals, challenging minds, people skills, team playing, self motivation, appropriate resources, pushing to conclusion, hardworking, and organizational skills
 - Most important though is the appointment of a capable team leader

- C** The **Commitment to change**: Senior management and local staff
- This includes the attitudes of the local area undergoing the change and the visible as well as real commitment of relevant senior management
 - Note senior management typically over-rate their effectiveness in communicating their support of major change (Rule of 3 and 9)

- E** The **additional amount of local Effort** (to normal working requirements) required during implementation
- Ideally less than 10% additional effort throughout the course of implementation

DICE - Scoring Criteria

Duration

Duration of change either to completion or between learning milestones

Score

1. <2 months
2. 2-4 months
3. 4-8 months
4. >8 months

Integrity

Performance integrity of project team

Score

1. Very good
2. Good
3. Average
4. Poor

Commitment₁

Senior management commitment to change

Score

1. Clearly communicate need
2. Seem to want success
3. Neutral
4. Reluctant

Commitment₂

Local commitment to change

Score

1. Eager
2. Willing
3. Reluctant
4. Strongly reluctant

Effort

Local effort during implementation

Score

1. <10% additional
2. 10-20% additional
3. 20-40% additional
4. >40% additional

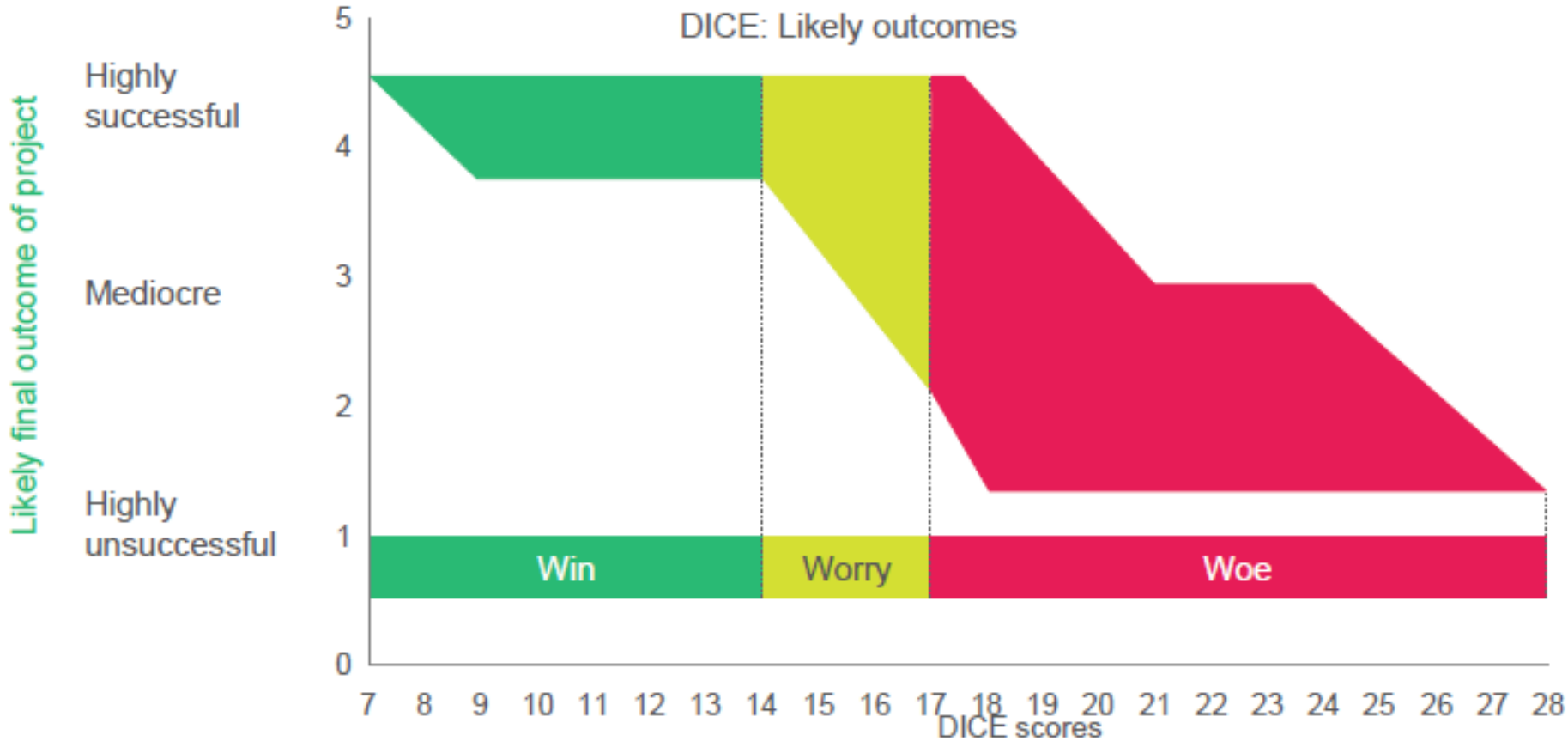
DICE - Formula for calculating change initiative risk

$$\text{DICE} = D + 2I + 2C_1 + C_2 + E$$

A DICE value can be calculated for any project, this value can range from 7-28

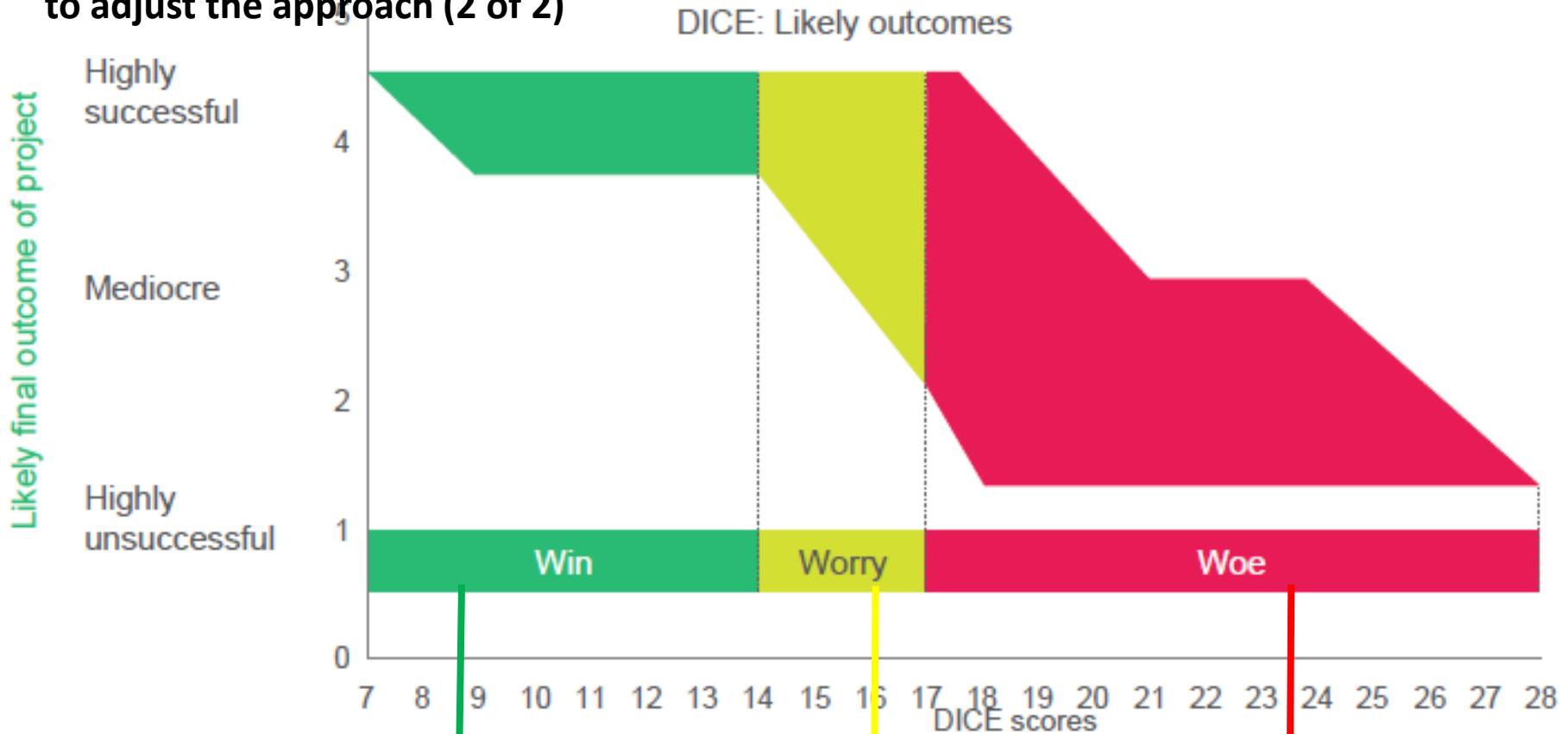
DICE

Initiative score helps you predict the likely outcome – and thus gives an opportunity to adjust the approach (1 of 2)



DICE

Initiative score helps you predict the likely outcome – and thus gives an opportunity to adjust the approach (2 of 2)



- Are we too optimistic?
- What risk might push us to yellow?

- What can we adjust to get to green?
- What risk might push us to red?

- What can we adjust?
- Does this make sense to do now?

DICE - Common contributors to high DICE scores

- 1) **Weak project definition** – If you have trouble scoring an initiative, you likely have to invest more time in defining the problem, developing a plan, etc.
- 2) **Duration score** – Remember it is not how long the initiative takes, but rather the timing between visible “learning milestones” that show progress and allow course corrections
 - Can you adjust your implementation plan for more frequent milestones?
- 3) **Performance integrity score** – Watch out for optimism bias: Leaders score their initiatives too favorably
 - Does the team have the skills, motivation, and commitment?
- 4) **Commitment scores** – Don’t assume support
 - How can leaders signal this initiative matters?
- 5) **Effort score** – Monitor team effort, especially that of “go to” people who may be spread too thin across multiple efforts
 - Does the estimate of work increase as you get into the initiative?