

DIAGNOSTIC-FIRST GROWTH NETWORK

**Growth Recon**



## **Navigate Toolkit**

The hardest part isn't the strategy. It's getting humans to follow it.

## 01 Change Management

- Mapped all stakeholders by influence x attitude**  
Plot on two axes: influence (power over adoption) and attitude (supportive/neutral/resistant). This is your political map.
- Created communication plan per stakeholder group**  
Supporters get early access. Neutrals get data and quick wins. Resisters get transparency and time.
- Identified 3+ quick wins executable in first 2 weeks**  
Front-load visible improvements. A win in the first two weeks buys more credibility than a 90-day strategy deck.
- Executed quick wins and communicated results**  
Don't just do the win - broadcast it. The team needs to see that the new system produces results.
- Designed adoption milestones with measurable outcomes**  
Each milestone: measurable, communicable, tied to something the team already cares about.
- Created feedback channel for concerns/resistance**  
People need a way to voice concerns without fear. Unheard resistance goes underground and becomes sabotage.
- Scheduled weekly check-ins during transition**  
The transition period is fragile. Weekly check-ins catch problems before they become crises.
- Documented adoption progress and blockers**  
Track what's working and what's stuck. This documentation drives the next week's priorities.

### COMMON TRAP

Leading with the big scary changes. Start with quick wins that build trust. If the first thing people hear is 'we're cutting agencies,' they stop listening.

## 02 Ally Identification

- Identified 3+ potential allies based on behavior/questions  
Who asks hard questions in meetings? Who's frustrated by the status quo? Who's been quietly collecting data nobody uses?
- Shared early findings privately with allies  
Give them data before the big reveal. They become advocates because the data validates what they've been saying.
- Gathered their input on organizational dynamics  
Allies know the political landscape better than any outsider. Their input shapes your approach to resistance.
- Assigned allies meaningful roles in new system  
The person who flagged wasted spend becomes the budget owner. Allies aren't just supporters - they're future operators.
- Leveraged allies to communicate changes peer-to-peer  
Peer recommendations beat top-down mandates. When allies champion the change, adoption accelerates.
- Documented ally network for ongoing change support  
Your ally network persists after you leave. They're the immune system that protects the new system.

### COMMON TRAP

Assuming seniority = ally. The most senior people often have the most to lose from change. Your strongest allies might be mid-level people who've been waiting for validation.

## 03 Training & Handover

- Documented all processes in accessible locations (not slide decks)  
SOPs in the project management tool. Decision frameworks in the reporting dashboard. Where the work happens, not a shared drive.
- Created decision frameworks for common scenarios  
What to do when a metric deviates. When a process breaks. When a test result is ambiguous. Decision trees, not just instructions.
- Ran first reporting cycle with team (coaching, not presenting)  
Do it together. You pull the data, they interpret. They propose actions, you coach. By cycle 4, they won't need you.
- Made first data-driven decision together  
The team needs to experience making a real decision from real data with real consequences. That's how trust in the system builds.
- Handled first failed experiment together  
Failure is part of the system. Show the team how to handle it: document, learn, adjust, move on. No blame.
- Built self-correction guides for metric deviations  
A good handover teaches not just what to do - but what to do when things go wrong.
- Tested team's ability to run independently (shadow period)  
Step back. Watch. Only intervene when asked. If they can run a full cycle without you, handover is working.
- Created escalation paths for edge cases  
Not everything fits a decision tree. Define when and how to escalate unusual situations.
- Scheduled 30/60/90-day check-ins post-handover  
Graduated independence. Check-ins get lighter over time. By day 90, it should be a 15-minute confirmation call.
- Collected feedback on what's unclear or missing  
The team will find gaps you didn't anticipate. Collect this feedback and fill the gaps.

### COMMON TRAP

Training via slide deck. Nobody learns from slides. Train by doing - run cycles together. By the fourth cycle, they won't need coaching.

## 04 Hard Decisions

- Identified all roles/vendors/structures requiring change**  
Map every required change - not just the easy ones. The ones you're avoiding are usually the ones that matter most.
- Created transition timeline with adequate notice periods**  
Adequate notice. Not the minimum legal requirement - adequate human notice. How you exit people defines the culture that remains.
- Prepared support for affected individuals (recommendations, introductions)**  
Write better recommendations than they deserve. Make real introductions, not empty promises. The remaining team is watching.
- Planned communication to remaining team**  
Silence breeds fear. Communicate what changed and why at the appropriate level. Be direct. Answer hard questions.
- Documented that decisions are data-driven and systematic**  
Make clear the criteria are performance-based, not political or personal. The data trail protects everyone.
- Scheduled 1:1s with remaining team to address concerns**  
People need to ask questions privately. 'Am I next?' is a real question that deserves a direct answer.
- Monitored team morale post-change**  
Watch for signs of fear, disengagement, or quiet quitting. Address it early. Don't assume silence means acceptance.
- Updated processes to reflect new structure**  
Remove references to roles that no longer exist. Update ownership. Close the gap between documentation and reality.

### COMMON TRAP

Firing someone and letting the team fill in the narrative. Silence breeds fear. Communicate what changed and why, and make clear the criteria are performance-based.