

# Boston Consulting Group DICE Framework Overview

## What is the framework?

DICE framework helps calculate how well a company can implement its change initiatives. It helps companies appraise whether certain change initiatives will be successful or are doomed to failure from the onset.

## What makes it different from other approaches?

In recent years, much of change management literature has focused on soft factors, such as communication, employee motivation, visionary leadership, etc., but there are several hard factors that do not receive the attention that they deserve.

### The DICE Hard Factors

<b>Duration:</b> This is the length of time until the change program is completed. For longer initiatives, this is the amount of time between milestone reviews. According to BCG, a long project that's reviewed frequently is more likely to succeed than a short project that isn't reviewed frequently
<b>Integrity:</b> The project team's ability to successfully complete the change project on time. This factor evaluates the project team's ability, based on skills and traits of people on the team, and how the project configuration. According to BCG, the success of change programs depends significantly on the quality of teams. Companies do well assigning their best people to the change efforts
<b>C: Commitment</b> C1: Backing from the most influential executives (often, but not necessarily top management) C2: Lack of support from employees impacted by the change
<b>Effort:</b> How much work does the change initiative requires above the regular workload of employees. Project teams must calculate how much work employees will have to do beyond their existing responsibilities to change over to new processes. Ideally, no one's workload should increase more than 10%.

## The Formula

Using a set of simple questions, give each factor a score from 1 (very favorable) to 4 (highly unlikely to contribute to success). Next, calculate the DICE score by applying the following formula:

$$DICE\ Score = D + (2 \times I) + (2 \times C1) + C2 + E$$

First, score each factor between 1 and 4. Use fractions, if appropriate. This means C1 and C2 must total 4, maximum. Second, note the emphasis on team integrity and management commitment. The DICE formula weighs both these by 2.

Overall, the lower the score the more likely the project is to succeed. 7 is the best possible score. 28 the worst.

## Score Breakdown

WIN	7-13	Very likely to be successful.
WORRY	14-17	Risky and action should be taken before moving into the Win zone.
WOE	18-24	These projects are very risky and highly likely to fail. Hence, you should take strong action to address the four influencing hard factors immediately to increase the likelihood of success.

## Benefits of the DICE Framework

- + Hard factors can easily be measured, communicated and influenced
- + Enables communication
- + Standard way of determining project feasibility.
- + Using a framework helps managers to evaluate projects consciously