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DICE FRAMEWORK ¹

DICE is a tool that allows project prediction and to handle results, based on a simple formula derived from our study of hundreds of big change programs in companies around the world. When the five variables are combined, a more accurate prediction of the success probability of the project is found. To obtain a DICE score for your own initiative, use the following options to evaluate each of the DICE elements.

DICE was developed by BCG, being a multiple and complex regression analysis, using four main elements:

- **Duration (D):** necessary time to complete a project, or the hiatus between the main "learning marks" in case a project lasts 6 months or more.
- **Integrity (I):** the integrity of the project team performance. Covers the main skills and general features of the team, and how it was shaped.
- **Commitment (C):** change commitment shown by senior management (**C1**) and people who are going through the change (**C2**).
- **Effort (E):** additional local effort above normal work requirements necessary during implementation. This relates to those subject to the change, in opposition to the project team that leads the changing program.

Instructions: for each question below, select the alternative that most approaches the current context of the project, involving the four DICE elements. Then, you will have access to the questions template, and must calculate the total of the DICE score. The final result can be visualized in the DICE Graph, and you will also have access to recommendations on next steps, aiming at the success of your initiative.

¹Source: ¹Fonte: Sirkin, H. L.; Keenan, P.; Jackson, A. The Hard Side of Change Management, Harvard Business Review, October, 2005

Answers:

Initiative Name / Transformation Project

Select the alternative that most resembles the context of your initiative / project:

D. Duration between learning marks or until the conclusion	Alternative	Score
< 2 months	A	1
2 to 4 months	B	2
4 to 8 months	C	3
> 8 months	D	4

I. Team performance integrity	Alternative	Score
Very good	A	1
Good	B	2
Average	C	3
Low / weak	D	4

C1. High management commitment (senior team)	Alternative	Score
Very strong. Communicate the project's importance constantly.	A	1
They seem to wish the project success	B	2
Neutral commitment.	C	3
Unwilling to the project.	D	4

C2. Commitment of people who are going through the change	Alternative	Score
Looking forward to the project	A	1
Willing to contribute to the project	B	2
Unwilling to the project	C	3
Strongly unwilling to the project	D	4

E. Additional effort of people who are going through the change	Alternative	Score
< 10% additional effort	A	1
10% to 20% additional effort	B	2
20% to 40% additional effort	C	3
> 40% additional effort	D	4

Score:

The assessment of organizational alignment is very easy. The calculation formula is right below. Do not forget to multiply by "2" the requirements "I – Integrity" and "C1 – High management commitment".

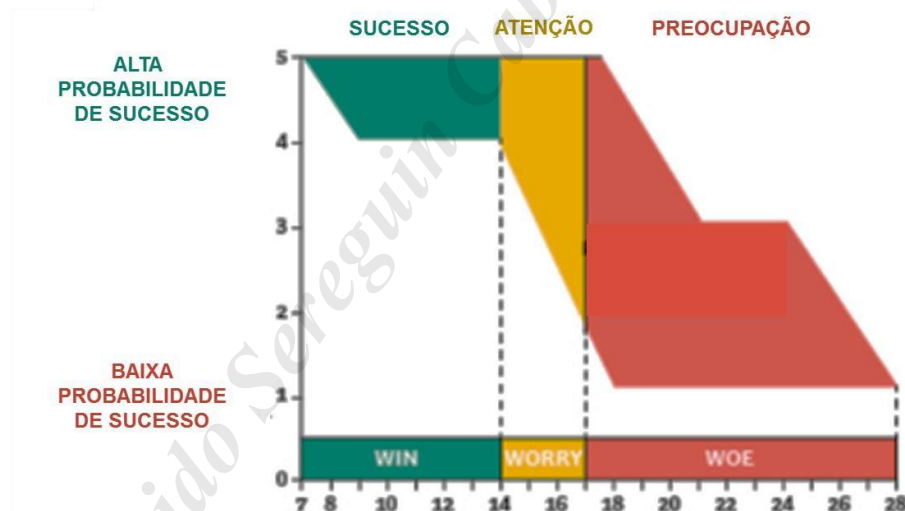
Question	D	I	C1	C2	E
Result					

$$\text{General Score} = D + 2I + 2C1 + C2 + E$$

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DICE Graph

Use the general score results to identify the classification of the success probability of your initiative / project in the DICE Graph below.



Result	Recommendation
WIN (green)	This initiative is very likely to be successful. Consider, however, if the effort may have many resources or a few ambitions. Should the guideline scope be revised? Are main resources improved in other places?
WORRY (yellow)	This initiative is not structured for success. The final result will probably be below the expected. While the effort will probably provide some value, it can also fail to accomplish the goals. Make actions to reduce the DICE score to 13 or less.
WOE (red)	The result is unexpected or the initiative is structured to fail. Do not carry out this initiative, unless definitive corrective actions can be taken to reduce the DICE score to 13 or less.

References:

Adapted instrument of BCG.



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