CHANGE MANAGEMENT TOOLKIT

This toolkit provides more detailed proformas and questions to help support a change initiative. It is not by any means an exhaustive set of tools to help in change but it provides the tools that are foundational in planning and leading behavioural change initiatives.

Included are the following:

- A prompt sheet to help define the desired outcome.
- Sponsor assessment tools – map and commitment evaluation.
- Participant planning sheet.
- Learning from the history of change.

Also important (but it needs no more support than a piece of paper) is:

- A stakeholder map – to identify the different individuals and groups and their role in the change. This is for identifying and considering each role in the change, but remember to use the onion ring (or you will wear yourself out with the number of stakeholders!).

Desired Outcome – Prompt Questions

These questions can help flesh out the change description if they are completed by sponsors and agents together. They reproduce questions from the module briefing sheet.

For the change to have succeeded, what components need to be in place? A component is a key achievement that needs to be secured for the change to be accomplished (e.g. a new attitude to evangelism) – it is not a task that has to be done to push change forward (e.g. communications). These components are a good place to start in thinking:

Component 1	
Component 2	
Component 3	
Component 4	
Component 5	

For each of these consider how to define them: Tangible outcomes? Human outcomes and attitudes? Timings?

Who will make the change (or that component) happen? And who will have sponsored it?

Why is it important? What are the reasons to change? And the reason for this direction?

Who are the participants?

What groups are they in and who are their sponsors? Is their commitment needed?

Sponsor Assessment

Sponsor (who and for what group)	Commitment to the change (where 1=not at all 5=great)					Their frame of reference	Reasons for lack of commitment?	Actions needed to address this?

- Work from left to right – this will help to avoid prejudicing your thinking and help to identify the best actions.
- The trigger for analysis is a lack of commitment – the reasons for this will often be in whatever they see that they might lose.
- Creative thinking (often with a sounding board) is really helpful in completing this.
- Use this sheet to track what is happening – you can even use together with the sponsors (with some adjustment of the titles).

Sponsor Assessment

In evaluating sponsorship and identifying what needs to be done to build up leadership resolve for the change (or even modify the desired outcome) ask yourself:

	Question	Rating (1 = not at all, 7 = very much)						
		1	2	2	4	5	6	7
1	How dissatisfied is the sponsor with the current state?							
2	How clear are they of the desired outcome?							
3	How committed are they to the need to change this way?							
4	Do they communicate the strong commitment of the group publicly and privately?							
5	Do they understand the nature of the desired outcome and what it means for people?							
6	Do they have the energy and resources to commit to make this happen?							
7	Will they follow through on the change and make sure that it really happens?							
8	Do they understand and accept the costs of making the change?							

From the analysis of each of the sponsors for change, and the strengths and weaknesses, actions can be planned to help to address the key areas. Remember that the overall resolve of the leadership group is critical for a successful change.

This exercise can be repeated at different stages in the change to help check the pulse of the change.

Participant Planning

GROUP	IMPACT (H/M/L)	ENGAGEMENT NEEDED (Y/N)	LIKELY RESPONSE (POS-NEG)	CURRENT ENGAGEMENT (1-7)	POSITION ON CHANGE CURVE	BENEFITS TO THEM/ACTIONS/OPPORTUNITIES

- Identify each group that will be affected by the change and their likely response to the change.
- Judge their response from an assessment of what they would lose in the change – again seek to be as specific as possible.
- Identify how this group may be engaged in the change.
  ⇒ Is there a potential advocate or reference point for the change in the group?
  ⇒ What could compensate for what they will feel they are losing?
  ⇒ Are there specific interests that could be included and built upon in the change?
- Think about what communications are needed for each group as the change progresses.

Learning from History

	Question	Rating (1 = not at all, 7 = very much)						
		1	2	2	4	5	6	7
1	Poor record of identifying and resolving conflict and issues during change							
2	Change has tended to go off track because it has not been clear who is responsible for taking it forward							
3	Change has not engaged potential leaders but put them offside							
4	Too often leaders do not understand the impact of a change on other parts of the community							
5	We too often have tried to rush changes							
6	A too rigid view of the way that things should be done has hindered effective changes							
7	Co-operation between different groups in making change happen has been weak in the past							
8	Past change initiatives have been poorly monitored by leaders							
9	People rarely express their opinions openly about issues							
10	People expect little to happen when change is announced based on the past							
11	People often do not express their opinions about how changes affect them							
12	The leaders often do not share the same goal for change							
13	Leaders of change have not been disciplined enough to undertake day-to-day steps in change							
14	Past initiatives have been poorly communicated to people – leaving them confused about what it means							
15	Difficult issues and groups are not often tackled and are allowed to undermine changes							

- Pick out two to three previous changes and analyse the extent to which each of these statements are true.
- Use the scores to identify key issues that need to be planned to be addressed for the planned change.

Stakeholder Map

PARTICIPANTS	SPONSORS
ADVOCATES/REFERENCE POINTS	**AGENTS**