

Facilitator Guide for Conducting an Overview of the Leading Change Model

For more information contact Care Academy (careacademy@care.org)

Time	Topic	Content/Process
10	Opening (Vision and Circles slide)	<ul style="list-style-type: none"> • Welcome participants • Introductions • Discuss context for Change at Care to realize our vision • Discuss how change in vision, strategies, or external environment will require us to align our programs, organizational systems, people and resources to support the change
30	A Change Experience – Group Activity	<ul style="list-style-type: none"> • Ask individuals to reflect on a time when they were a part of a change initiative. • Ask a couple of volunteers to share some brief examples • Have individuals identify one example in their mind and write down elements that were helpful in making the change a success and/or elements that caused it to fail. (2-3 minutes) • Split participants into 3 mixed groups and instruct them to Identify Key Change Needs: “What must be present to make change a success?” or What if it is absent will cause a change to fail”. Instruct them that as they share their examples/elements they are to develop a combined list (15 minutes) • Instruct the groups to go around one-by one to share a helper/hinderer with the large group. Facilitator lists on a flip chart. Each next group adds a new one until lists are exhausted • If needed, facilitator provides additional other examples of supporters to change • Facilitator debriefs—informally grouping their listed items into categories that support the Change Model • Tell the group that we will leave this now and come back to it in a few minutes.
10	Change Defined (Equation slide))	<ul style="list-style-type: none"> • The Change Equation shows how the quality of your change initiative and the commitment of the participants impacts the success or effectiveness of the initiative. The question is, “which is more important for a success — the quality of the change strategy or the commitment of the players?” • The first element, quality of the change strategy, has to do with the “technical” strategy. The second element, commitment, has to do with the “cultural, organizational, political” strategy. The equation will show you that having strong commitment, the “cultural, organizational, political” part, is more important than having a “perfect” change strategy, the “technical” part. You should spend equal or better effort on formulating your “cultural, organizational, political” strategy as you do on your “technical” strategy. • Both the “technical” and the “cultural, organizational, political” arrows must work together to achieve the highest results in the change initiative. • We have spent most of our work-lives learning and practicing the technical aspects of our work. We pride ourselves on our expertise. We become confident that our solutions work and that our plan’s will be successful. However, when we try to impose our “technical” solutions on others we run into resistance and non-commitment. Building Commitment and overcoming resistance takes a different set of skills. These skills are about making the “technical” strategy acceptable and appealing to the people and culture elements of the organization. This requires influence, negotiation, salesmanship, process facilitation, and other softer skills. • ASK: Now, thinking about these two types of strategies (TxC) – “Which of these are we best at here at CARE?” “Which of these do we spend the most time on?” • Now go back to list created in the previous exercise and ASK – Which of these types of activities contribute most to a change’s success or failure? (Aha)
10	Why a Change Model and How we’ve used this)	<ul style="list-style-type: none"> • The “Leading Change Model” we are introducing today provides a seven-steps or considerations that you should include in your change initiative planning process. But before we introduce it - Lets talk about why is a change model helpful in leading change. • There are thousands of models out there – many of them are very similar. So in the end, it matters much less what model you use – but more importantly that all of you who are working together on a change are all using the same one. <ul style="list-style-type: none"> ○ A change model keeps you and your target population focused and committed ○ A change model accelerates the change process by reducing the resistance to change itself ○ A change model provides a common language around change greatly increasing communication and collaboration ○ A change model involves everyone — change agents as well as target populations ○ A change model provides a simple checklist and tools that greatly increases everyone’s competency in making change • The advantages of using a model to learn new skills cannot be overestimated. With the model, change agents can learn the skills quickly and can teach and coach the skills with ease. The skills can spread rapidly throughout the organization or group, thus accelerating the change process. • We in L&OD identified, adapted and have been using this model in particular because of its emphasis on the Cultural/political elements of leading change initiatives. • Over the past six months we have introduced this framework to a number of CARE audiences and has received positive feedback on its usefulness and application. In January the framework was introduced to approximately 22 senior HR and Program Support Managers in ECARMU to help

		<p>them think about how to improve the implementation of staff development and other organizational initiatives in their countries. In February a cross section of Headquarters staff attended a half-day overview session learn about the framework and it was also presented at the Global Facilitating Change meeting in Bangkok. In March L&OD partnered with ARMU to facilitate a 5-day workshop in which representatives from 9 ARMU countries applied the framework to a priority change assignment that they will build support for and implement in their Country Office over the next 18 months. Since then we have used the framework both formally and informally to support and encourage dialogue about our efforts to manage change at CARE</p> <ul style="list-style-type: none"> • If there, ask CARE Nepal participants to say a few words. • L&OD is now in the process of developing a computer-based Leading Change program based on this framework. The program will enable staff to take it as interactive self-paced learning modules. This program will be available this summer on the CARE Academy website as well as on CD-Rom
60 (plus any Q&A for each step)	Change Model Overview	<ul style="list-style-type: none"> • In looking at the model we see that there essentially three phases or process steps. The first task is to “identify or define the change initiative.” The second phase is to “consider or think through your change initiative” against the seven key components presented here, the third phase is to “develop a detailed implementation plan.” The seven steps within the circle are primarily the “C” components of the Change strategy and will ensure that we don’t overlook them in our planning process. In the end, your plan should include activities for each of the seven steps in the circle. • To begin you ask yourself what is the “current state” of the target population. Then ask yourself what is the “future state” that you would like to see when the change is realized. The gap between “current state” and “future state” or “transition state” represents the change that you want to make. From this information you begin the change process by “defining the change initiative.” • In Phase 1 - Defining the Change - you should remember that particularly for a large-scale change – there may be many different smaller change initiatives that need to happen to move an organization or group to the desired end state. The challenge for the change leader will be to define each specific change initiative so that it is concrete, measurable, has a clear beginning and end, and is within your sphere of influence or control. Then, with each initiative in mind you will develop a plan for how that change will be implemented and realized. • In Phase 2 – or applying the model to your change planning – requires that you answer specific questions and build in activities to your change plan that address each of the seven components in the wheel of the model. The wheel shows the progression of activities to take you in a systematic way from your current state to your future state. There are seven distinct steps each with its deliverables and action steps. Although the steps are numbered, they do not necessarily occur in order. In many cases they occur concurrently or simultaneously. Furthermore, you will need to revisit each step several times as you move forward in the change planning and implementation process. • Finally in Phase 3 - you will develop a detailed implementation that captures all of the “Technical” activities that will be required to make the initiative happen as well as the “Cultural/Social” activities identified in the wheel. • We will now go through each of the steps in the wheel in a little more detail. Before we do any questions so far?
	Step 1 - Leading the Change Overview	<ul style="list-style-type: none"> • The “Leading the Change” step concerns the leadership, and people, teams, and groups that are necessary for permission, resource acquisition, and ongoing support. This step addresses leadership behaviors that signal the need and vision for change. This step teaches you how to recruit and establish key leadership roles in the change process. • There are four key Change Roles - Change Agent, Sponsor, Resource Teams, Target Population) • Explain the factors to consider (diversity, representation, authority, skill/expertise, key stakeholders) to consider when choosing change team members. • Explain that the goal of identifying a strong change team is two fold 1) choose team members who have the skills, abilities, and authority to do the work and 2) choose team members who by involving them in the process will increase their level of commitment and buy-in and can therefore influence others in the organization. • This step in the model asks to ensure that your implementation plan includes activities to ensure that the appropriate mix and number of people resources are assigned to your change team, that they all understand their roles, and that you get buy-in from your sponsor and are supplied with appropriate support and resources.
	Step 2 - Framing the Shared Need	<ul style="list-style-type: none"> • In this step you identify and verbalize why the change goal is important. You identify the values that the change goal represents. You are searching for the logical, emotional reasons that give the change goal a higher priority than the current conditions of the target population. You are building the case for change! • Framed in simple, powerful language that every person in the target population can understand, your reasons are the rationale for change and should be more compelling than the reasons for “staying the same.” Furthermore, your reasons for changing should be <i>shared</i> by the entire culture you are trying to change. • Describe the Change Push with the burning ship example - How can you “frame” the need for this change so that it will get people to jump off the burning ship into the unknown. Now - different stakeholders may have different concerns or appeals that would make them more or less willing to take the jump – so you may need to “frame” the need differently to different people.

		<ul style="list-style-type: none"> Your implementation plan will need to include activities to ensure that a need for change is clearly defined and that it is articulated and shared by your target population.
	Step 3 Describing the End State	<ul style="list-style-type: none"> In this step you create a statement which describes the end state or vision of the “new world” after the change. You learn how to write and articulate this vision statement in compelling, simple, and behavioral terms that everyone can understand and relate to. In other words, your vision is understood and <u>shared</u> by the entire target population. Your vision statement answers the question, “ What will it be like when this change is successfully implemented?” For this description you want to be as specific and behavioral as possible. What will people see more of or less of as a result of this change. This is the change PULL – how do we entice people to come towards the new end-state. How do we make it attractive to them. different stakeholders may have different concerns about the change – so you may need to describe the end state differently to different people. Your implementation plan will need to include activities to ensure that a compelling end-state description is developed and that it is shared with and understood by your target population.
	Step 4 - Mobilizing Commitment	<ul style="list-style-type: none"> This step is about knowing what to expect in the form of resistance... and how you can be prepared for the resistance.” In planning your change you will identify the people who are most likely to support the change and those who are likely to resist it. From the first group, you create plans to enlist their support for the change goals. From this group you create a coalition or network of committed individuals who visibly support the change initiative. From the people who will resist the change effort you create a plan to win their support. You do that by identifying the type or root cause of their resistance. From this information you design methods for answering each groups concerns to get their “buy in” to the change initiative. Your implementation plan will need to include all of the activities that enable you to identify supporters and resisters, enlist their support, and address their resistance.
	Step 5 - Identifying Systems, Structures, and Levers for Alignment	<ul style="list-style-type: none"> In this step you identify and align “systems, structures, and levers” within your organization to achieve a successful outcome of the change effort. These “systems, structures, and levers” include such things as staffing, policies and procedures, management structure, organizational processes and practices, reward and measurement policies, information systems, etc.. They include how the organization interacts with their target population. You will discover that some of these organizational elements can inhibit the change process and some of them can help it. Your tasks in this area are to change or eliminate the inhibitors and promote or implement new elements that will “act as levers” to accelerate the change process. Your implementation plan will need to include activities that enable you to identify these systems, structures that need to change and that you can influence and create new initiatives/ plans/ process to influence their change and alignment.
	Step #6 Communicating about The Change	<ul style="list-style-type: none"> In this step you focus on the language of how people talk to each other, the content of what is communicated, the logistics of who communicates to whom, and the medium people use to communicate. Communication is the “grease” that make the “wheels” of the change initiative work smoothly. Effective communication will greatly increase the speed of change, the accuracy of the change, the coordination of events, the collaboration of individuals, and, ultimately, the level of trust within the organization and target population. Your implementation plan will need to include activities that enable you to identify key messages and communication vehicles for the change, identify the most appropriate time frames and message senders for key points before, during, and after the change process.
	Step #7 Tracking Progress	<ul style="list-style-type: none"> In this step you determine how you are going to measure the success or failure of the change initiative. You identify specific measures that will tell you if you are making progress. You are trying to see if your strategies are working and how successful they are working. You create a “scorecard” that you watch. As you watch the “scorecard” you make decisions based on what you see happening. If the results are poor, you review the seven steps again and adjust as needed. “Somewhere, sometime some one is going to measure whether the initiative had any impact. You want to be involved up front I shaping/negotiating what the measures are.” Your implementation plan will need to include activities that enable you to identify measures of success and key milestones for your change as well as systems or processes for how you will track and evaluate progress. Any Questions?
30	Group Activity	<ul style="list-style-type: none"> Split participants into 3 or 4 groups. Ask them to first individually complete the Leading Change Process Profile for the initiative they identified earlier. For reference they should read the questions in the appendix for each step and ask them selves were these things done well for my change. Have them graph their change on the scale (10 minutes) then in their small groups – take turns discussing where each initiative came out stronger / weaker. Ask the group to identify any common areas of strength/weakness In the last 5- minutes as each group to share back with the larger group what they had in common and what they will do differently when they return home.
30	Q&A	

	Wrap Up	<ul style="list-style-type: none">• Thank Participants and remind them if they would like any additional info on the model or have questions to contact L&OD• Stay tuned for Academy Website Launch in late July where they can order copies of the CD Rom and get additional info.
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Any questions or comments, contact:

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