





















## Deepening our understanding

### Why you should do it

This step digs deeper into the root causes of the need for change so that you don't jump to solutions too early. This workshop is designed to make sure:

- feedback from the Steering Group is taken on board
- what's really going on is explored in depth
- what it will take to deliver the change is understood
- roles and responsibilities are assigned correctly.

### What does it involve?

A two and a quarter hour workshop that ensures your Change Team has a deep understanding of what lies at the root of what they are trying to change.

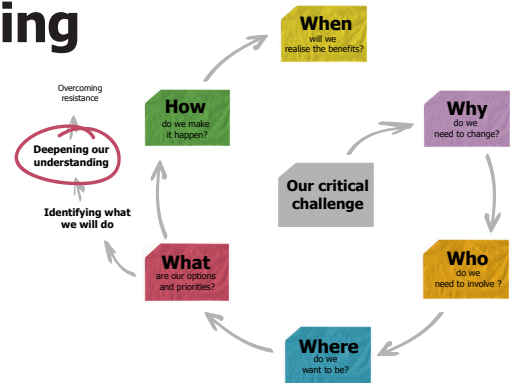
The team takes a 'priority for change' that it has previously identified and conducts a detailed analysis of all the factors that must be taken into account when bringing about change. The underlying issues that account for the current situation are brought to the surface and the team starts to fully appreciate the scope and scale of the changes it can make.

### What will you have at the end?

- A more detailed understanding of the factors that condition the current situation.
- An awareness of which factors you can influence and what may be beyond your control.
- Strategies for overcoming difficulties; *e.g.* 'I can't, but I know who can.'
- Initial views on the scope and potential for solutions.
- Justifiable confidence in the capability to make change happen.

### Who should attend?

This workshop is targeted at those representatives of the organisation that have come together to form the Core Change Team.



# OVERCOMING RESISTANCE

## Overcoming resistance

### Why should we do it

This step helps you overcome resistance and get people on board. This workshop is designed to make sure:

- those people who have concerns are identified
- their concerns are looked at in depth
- their concerns are addressed where possible
- resistance to the change is minimised.

### What does it involve?

A two and a quarter hour workshop that ensures you promote the support of those stakeholders with the most to gain – or lose – from the changes.

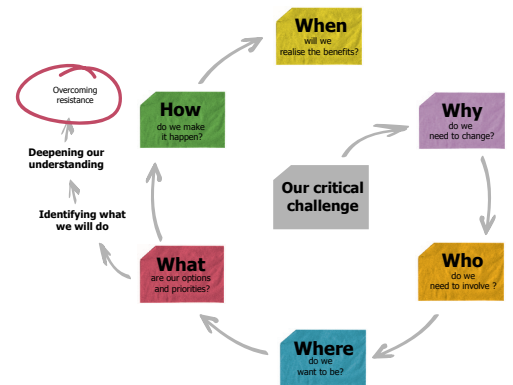
The team identifies individuals or groups of like-minded people who have a significant stake in the changes you are targeting. Their current dispositions to change are then assessed. Suitable strategies are implemented to ensure that that these stakeholders are supportive and promote the changes.

### What will you have at the end?

- An awareness of who has the potential to influence significantly the outcome of your change project – either favourably, or otherwise.
- An evaluation of each stakeholder's perceptions of the changes – and hence their potential to actively promote or resist change.
- Strategies designed to re-frame the proposed changes in ways that will encourage the support and positive engagement of key people.
- Greater desire for the change and less resistance to it.

### Who should attend?

This workshop is targeted at those representatives of the organisation that have come together to form the Core Change Team .



## Developing solutions

### Why you should do it

This step takes each opportunity and designs what the solutions will look like and creates a case for change. This workshop is designed to make sure:

- solutions are thoroughly considered and arrived at by consensus
- that each solution is robust, viable and sustainable
- an outline case for change is prepared
- the team is ready to test the preferred solutions with others.

### What does it involve?

A two and a half hour workshop – or a series of shorter sessions that get into the detailed design of precisely what changes you will implement.

The Change Team – augmented by key stakeholders – uses creative techniques to blitz a change opportunity with innovative ideas. The most promising are pursued in earnest to flesh out the most practicable and beneficial solutions. The pros and cons are worked through and the solutions refined to test their viability and sustainability.

### What will you have at the end?

- A number of potential solutions to address each change challenge.
- A consensus on which potential solutions offer the most promising way forward based on a range of criteria.
- Deeper insight into the practicalities of making the chosen solution(s) work and ensure that they are sustainable.
- A plan for consulting more widely in order to test the solutions and refine the design before investing in implementation.

### Who should attend?

This workshop is targeted at those nominated by the Core Change Team to form a Wider Change Team with specific responsibility for a particular change opportunity or change 'project'.



## Planning for success

### Why you should do it

This step develops a detailed plan for the delivery of each solution. This workshop is designed to make sure:

- a viable plan is in place that will deliver the change
- actions are assigned to the right people
- risks are considered and reduced
- communications are planned and happen.

### What does it involve?

A two and three quarter hour workshop where the Change Team sets a timescale for implementation of their solutions for change. The major milestones are set against the timeline with activities assigned to key stakeholders or stakeholder groups. The team assigns responsibilities for implementation; for actions that will reduce risks; and for communications with all those impacted by the forthcoming changes.

### What will you have at the end?

- A large, graphical representation of how, by when – and by whom – change solutions will be implemented.
- The responsibilities, tasks and inter-dependencies between all the various stakeholders involved are understood.
- A basis for communicating what will happen, by when, and for mobilising the key people who have responsibilities for undertaking tasks.
- A robust plan of action to reduce and eliminate risks that threaten the plan.
- A strongly held, shared commitment to see the plan implemented.

### Who should attend?

This workshop is targeted at those nominated by the Core Change Team to form a Wider Change Team with specific responsibility for a particular change opportunity or change 'project'.



## Getting the go ahead

### Why you should do it

This step is about preparing the team to present their case for change to the Steering Committee. This workshop is designed to make sure:

- the team takes account of the outputs from the previous work they have done
- they have a well thought through case for change
- they can confidently deliver their presentation
- the recommended solution is taken forward.

### What does it involve?

A two and a quarter hour workshop to ensure that you can present to the Steering Committee the most compelling case possible for implementing your solutions for change. This is to demonstrate to the Steering Committee that the implementation plan is viable, the solution sustainable and that the benefits are readily achievable.

### What will you have at the end?

- A case that demonstrates that all aspects of your change project have been thoroughly thought through.
- Justifiable confidence in the efficacy of your solution, and the practicality of your plan to implement it.
- The basis for engaging the support of all those on whom you are dependent for making the change happen.
- A presentation that will convince the Steering Committee to endorse your project.

### Who should attend?

This workshop is targeted at those nominated by the Core Change Team to form a Wider Change Team with specific responsibility for a particular change opportunity or change project.



## Communicating more widely

### Why you should do it

This step looks at what people want to know, what are the key messages and how you are going to deliver them. This workshop is designed to ensure that:

- messages reflect the specific needs of different target audiences.
- communications will promote a favourable disposition towards change.
- implementation of change will be more readily anticipated, accepted and supported.
- communication is focused and engaging.

### What does it involve?

A two and a half hour workshop in which the Change Team assesses the different communication needs of all those with a stake in the change. Communication objectives are defined for each set of stakeholders and their specific requirements are set out in detail. The design of messages and the choice of media to deliver them are based on an appreciation of all the factors involved in the communication process, and consideration is given to make communication events productive and enjoyable experiences for all participants.

### What will you have at the end?

- An assessment of what people currently think about the changes that effect them.
- A specification of what people need to hear and what they want from the change programme in terms of two-way communications.
- Messages specifically created to meet the different communication needs across a broad community of people with a stake in change.
- Ideas for designing communication events that will be productive, interactive experiences.

### Who should attend?

This workshop is targeted at those representatives of the organisation that have come together to form the Core Change Team.



## Evaluating the impact

### Why you should do it

This step recognises, measures and reinforces the change. This workshop is designed to make sure:

- you have the evidence to support the change
- there is a clear link to the organisation's ambitions
- you are able to identify the impact of the change
- the team's resolve to continue is strengthened.

### What does it involve?

A two and a half hour workshop that assesses what difference the change is making and the extent to which the value that was forecast is being realised.

The Change Team develops an Impact Evaluation model that includes activities, results, benefits and outcomes. They identify what evidence they need and how they will collect it in order to make a considered evaluation.

### What will you have at the end?

- A model for each change project, detailing the changes undertaken; the direct results; and the more enduring impacts.
- Evidence sources and data that will verify the changes, results and impacts.
- A measure of the extent to which the changes are contributing to the fulfilment of the original ambition and objectives set by the Leadership Team.
- A cause for celebration, and an incentive to continue.

### Who should attend?

This workshop is targeted at the Change Team.

