TOOL
8 Element Change Model
Self Evaluation Tool

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Our 8 Element Change Model

Work as a team

Work through the eight elements and corresponding questions using the examples, prompts and indicators to guide your thinking

Consider your current position/ progress in each area on the 1 – 10 scale (10 being very positive)

Record your responses on the Score Card.

Our 8 element change model

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QUESTION 1. LEADING OUR CHANGE

Manage change with a passion: make it a key priority, publicly support the change, ensure resources are available, help overcome resistance and demonstrate leadership capabilities, role model the change and spend what pains you most.

ARE THE ORGANISATIONAL/BUSINESS BENEFITS CLEAR?

Examples of good Change Leadership
Vocal, visible and demonstrated
Leaders driving the change initiative
Embedded in priorities across the organisation
Explaining and supporting the change
Role modelling the change in our own daily actions
Committing the things that cost us most (time/money/reputation) to the change

Questions you could ask yourself ...
Is it clear who is leading the change?
Do people believe it is an organisational priority?
Are managers leading or waiting?
Do people see leaders delivering in new and different ways?
What could we do to demonstrate more leadership here?

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Indicator: *When you look around you, what percentage of leaders (i.e. those with management responsibilities) are:*

Making change happen?
Helping change happen?
Letting change happen?
Stopping change?

Potential Actions

Manage change with a passion
Make it a key priority and show it in agendas, actions, narratives
Publicly support the change
Ensure resources are available
Role model the change

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QUESTION 2. ESTABLISHING A SHARED NEED FOR CHANGE

Ensure people understand and support the urgency for change. (What is the reality? Is it a threat or opportunity?) Identifying what will help stakeholders understand, use data to make the case, unpack the change from a range of perspectives. Get some killer facts.

IS THE NEED FOR CHANGE CLEAR?

Examples of clear need for change
Clear reasons communicated about why we are changing
Leadership making the case for change
Data that demonstrates need for change
Examples or case studies that show success of proposal
Clear threats of not changing or opportunities if do
Tailored cases for different stakeholders

Questions you could ask yourself …
Can people quote some critical factors?
Is the change conversation a live one across the organisation?
Is there debate about whether we need to change or not?
Do you hear people quoting why we need to change?
What do we need more of in order to make this case compelling?

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Indicator: *When you hear comments and questions people have about the change you are making, what do you hear most?*

Clear and compelling reasons to change
Why do we need to do this?
Sceptical comments – it'll never happen, heard it all before, it'll blow over…
No debate at all

Potential Actions

Ensure people understand and support the urgency for change.
Make the reality clear - Is it a response to a threat or an opportunity?
Make clear 'why now'?
Identify people on the cohort who might have more experience and skills than you in this area. Get their support.
Identifying what will help stakeholders understand – e.g. data, case studies or clear leadership
Look for micro changes that are closer to people's lived experience
Link the change to issues and niggles that they would like to address

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QUESTION 3. DEVELOPING A SHARED VISION

Build a vision together. clarify what will be different in the future. Paint a picture of the future with us in it doing things differently. Ensure its high and compelling and also concrete and specific. Help people understand the micro (personal) version of the change. We need the big picture as well as a 'me' shaped change.

IS THE FUTURE STATE UNDERSTOOD?

Examples of clear future state

Clear picture of the future that we are creating together – at broad and detailed levels

Characteristics, behaviours and measures that will be achieved as we change

Clear picture of what we will Stop - Start and Continue

Snap shots of the future picture that different people can engage with

Change visions in the words of people across the organisation

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Indicator: *As far as you can tell – how well do people understand the future organization that we are building? What proportion:*

Have a really clear picture of the future with them in it
Have a broad sense of where we are heading and what it means to them
Feel that the vision is a bit vague and unsettling
Don't really know that a change is happening or what it would mean to them

Potential Actions

Clearly define and share the desired result of the change
Get people involved in describing the future that they want to create
Work with individual teams to unpack what the change will mean for them in concrete day to day ways
Ensure everyone understands the required behaviours/actions of the future state
Identify people on the cohort who might have more experience and skills than you in this area. Get their support.

QUESTION 4. MOBILIZING OUR COMMITMENT

Change is done by people. Establish what is in it for each stakeholder group. Explore how to 'hand over' the change to the people who will bring it to life. Obtain buy-in and support from key functions and individuals. Identify & overcome forces of resistance. Remember the power of listening.

HOW WELL ARE WE CREATING BUY-IN OWNERSHIP AND SUPPORT?

Good examples of creating buy-in
A sense of ownership from the people creating the change
Tailored approaches for different groups
Influence strategies to build commitment and action
Stakeholder analyses of distinctive groups and key influencers
Empowered change delivery

Questions you could ask yourself...
How much two-way communication are we seeing?
How owned is the change? How are people talking about the change (it, they or we?)
How well attended are change program meetings or events?
How visible is the change in the organisation?
How well attended are training sessions?
Are vacancies in the new organisation being filled?

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Indicator: *What percentage of people do you think fit into each of these categories at the moment?*

Seeking out more information and training
Waiting to see what they are told
Cynical about the impact of the change
Resistant to the change – actively hindering change

Potential actions

Obtain buy-in and support from key functions and individuals.
Engage with teams to understand the change from their perspective and enable them to move it forwards
Identify people on the cohort who might have more experience and skills than you in this area. Get their support.
Take a resister to lunch, they have a lot to teach us
Enable ownership with 'me shaped change' workshops
Identify & overcome forces of resistance. Build commitment and understanding.

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QUESTION 5. PLANNING AND EXECUTING OUR CHANGE

This is the technical component of the change. Creating, managing and delivering against plans. Planning and completing the tasks associated with the change that you are creating, including; fundraising, creative renewal, new culture, training and development etc. Implementing an appropriate programme management and monitoring processes and meetings.

IS THE PROJECT PLAN RELEVANT AND COMPREHENSIVE, AND HOW WELL IS IT BEING DELIVERED?

Good examples of planning and executing

Comprehensive project plan with multiple levels and phases
Comprehensively captured dependencies and implications
Developed critical path
Every action has an owner, duration and delivery date
Gantt Chart or similar representation of the project and its timings
Regular review of key elements with relevant stakeholders
Monthly change planning meeting with RAG ratings
Weekly areas of focus and achievement

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Questions you could ask yourself...

How comprehensive is our plan? When did we last review and refine it?

How well resourced is our project – do we have capacity and skills in the right places?

To what extent are we on target – how clear are we on progress against our plan?

How supported do members of the team feel? Are they being enabled or terrorised by the project manager?

How transparently are we reporting and tracking progress?

How effectively are we identifying and managing risks and critical events?

How effectively are we iterating and refining to ensure we deliver?

How are we communicating progress to the wider organisation/community of stakeholders?

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Indicator: *As far as you are aware is the project currently...*

Clearly defined, fully attributed and on track
Quite well defined and fairly resourced
Captures the headlines and doing OK
Project plan and real change are running parallel and untracked
What project plan?

Potential actions:

Workshop the project with key participants and stakeholders to build in more detail and clarity
Unpack the project plan and uncover dependencies and implications
Review the resourcing of the plan
Identify people on the cohort who might have more experience and skills than you in this area. Get their support.
Gather decision makers and prioritise deliverables
Set up a monthly change programme meeting to report on progress and set monthly focus.
Use RAG ratings to signal and focus attention
Attend PRINCE2 training or similar

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QUESTION 6. COMMUNICATION

The heart of great change management lies in communication. Build comms plans that include listening and discussion as well as 'telling'. Dedicate very significant time and resources to this. Change is a social process and so Comms is key. Ensure messages are consistent, clear, timely, appropriate.
Avoid vacuums.

HOW WELL IS THE CHANGE BEING COMMUNICATED?

Good examples of communication

You have a comprehensive communication plan, including key messages, audience segmentation, channels and media
There is a balance between 'tell,' 'listen' and 'involve' within the communications plan
You have skilled communicators as well as a solid plan
Stories of change have a macro, organisational and micro level… so people get the big picture but also the implications for themselves
Face to face communication has a significant role in the plan
You have identified influencing strategies to involve and engage a wide variety of people
Repetition and reiteration are built in to the plan

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Questions you could ask yourself…

How much listening went into the plan?

What are the objectives of our communication?

If our goal is ownership and commitment, rather than awareness or comprehension, how would we communicate?

What are our key messages? How compelling are they? How relevant to each audience?

What is driving the resistance we notice (often it's fear or lack of detailed understanding) and what can the comms plan do about it?

Who would people like to be communicating with? Who could be telling our story for and with us?

How are we making it easy for people to access information, and get involved?

Indicator: *As far as you are aware how well is communication happening across the programme…*

Everyone understands and is engaged with the changes
Most people understand and are engaged and involved
A lot of people are feeling unaware, confused or out of the loop
People don't know what is going on or why
People don't believe anything is going on or ever will

Potential actions:

Give everyone a jolly good listening to
Set up workshops to hear more about what people think and feel
Introduce more ownership and involvement – change is done by people not to people
Clarify Communication objectives, messages and channels
Audit the communication plan to ensure 1/3 Tell, 1/3 Listen and 1/3 Involve
Multiply the time you and others have allocated to communication
Identify people on the cohort who might have more experience and skills than you in this area. Get their support.
Reiterate, reiterate (and reiterate)
Create a multi-stakeholder advisory group

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QUESTION 7. ALIGNING OUR INFRASTRUCTURE

The infrastructure (processes, skills, tools, training, role descriptions, policies, brand, website, ways of working and managing) all need to change to re-mould the organisation. Each of these things has an owner, and they bring the change into reality through their work.

DOES THE ORGANISATIONAL/ BUSINESS INFRASTRUCTURE SUPPORT THIS CHANGE?

Good examples of supportive infrastructure

New organisational structure created, populated and communicated

New Job Descriptions, new KPI's are designed and understood

New meetings, ways of working etc.

New recognition/reward approach developed that supports desired behaviours or outcomes

New training in skills, knowledge and attitude to achieve shift

Questions you could ask yourself…

What needs to be altered to support the change?

Can people see how they will be rewarded for making the change happen?

How different does the organisation structure look now?

What training has been developed and implemented?

What changes in tools, processes and measures have been designed and implemented?

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Indicator: As far as you are aware, have appropriate changes been made to the following areas, to support the new organizational goals?

New plans, structure charts, role profiles, skills and behaviours have been defined and enabled
The practical steps that will enable change have been identified
We are talking in the abstract and in broad terms about the change
We haven't identified any concrete elements and we're still at the wishful thinking stage

Potential actions

Reassess infrastructure areas to ensure change and desired behaviours are supported and reinforced
Look at Training, Recruitment, Compensation and Job Descriptions
Look at performance measurement and the formal and informal incentives at work in the organisation
Review and address inconsistent processes and procedures
Identify people on the cohort who might have more experience and skills than you in this area. Get their support.

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QUESTION 8. MAINTAINING OUR MOMENTUM

Change takes time, and people need to know that progress is being made or they lose heart and focus. Establish benchmarks for change and set up a monitoring process. Identify quick wins, and publicise these. Make mid-term corrections as required. Integrate learning and keep talking about learning and progress. Don't stop too soon, and lose gains.

ARE WE MAINTAINING OUR MOMENTUM?

Good examples of maintaining momentum

Progress visibly and actively displayed
Promote existing good practice to illustrate what we are aiming for everywhere
Complete elements communicated and celebrated
Areas that have changed are promoted and shared
Continual monitoring of progress and expectations
Gather progress and stories from across the organisation

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Indicator: *When you look around the organization, how clear and visible is the progress we are making?*

Real visible changes to the organization that I am aware of
Some of the benefits of the project have already been realised
We have met some of our goals and celebrated these successes
There are clear goals and I know the current status
Doesn't look any different to me
Don't know what all the fuss is about
What change? You've got to be kidding. Same as it ever was.

Potential actions

Establish benchmarks for change and set up a monitoring process
Ensure quick wins are being communicated and people can see progress
Identify people on the cohort who might have more experience and skills than you in this area. Get their support
Create seasons or episodes to give longer changes a clear structure
Use the communication plan and channels to maintain regular stories of change

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EVALUATING YOUR CHANGE: CURRENT PERCEPTIONS SCORE SHEET

Place an (X) to indicate how confident and positive you feel about your current progress in each area on the 1 – 10 scale
(1 = No progress at all, Highest-priority attention needed / 10 = Very confident, little focus required)

	1	2	3	4	5	6	7	8	9	10	Notes and Next Steps
Q1. LEADING OUR CHANGE *ARE THE ORGANISATIONAL/BUSINESS BENEFITS CLEAR?*											
Q2. ESTABLISHING A SHARED NEED *IS THE NEED FOR CHANGE CLEAR?*											
Q3. DEVELOPING A SHARED VISION *IS THE FUTURE STATE UNDERSTOOD?*											
Q4. MOBILIZING OUR COMMITMENT *HOW WELL ARE WE CREATING BUY-IN AND SUPPORT?*											
Q5. PLANNING AND EXECUTING OUR CHANGE *IS PROJECT PLAN RELEVANT, COMPREHENSIVE, BEING WELL-DELIVERED?*											
Q6. COMMUNICATION *HOW WELL IS THE CHANGE BEING COMMUNICATED?*											
Q7. ALIGNING OUR INFRASTRUCTURE *DOES THE BUSINESS INFRASTRUCTURE SUPPORT THIS?*											
Q8. MAINTAINING MOMENTUM *ARE WE MAINTAINING MOMENTUM?*											

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