

8 Element Change Model Self Evaluation Tool



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Our 8 Element Change Model

Change Management isn't linear.. It's iterative, overlapping and sometimes cyclical... and this model will take you through each step to guide your thinking, and with prompts and suggestions, help you to identify your next steps.

Our 8 element change model focuses on the following areas:

- Leading change
- Establishing a shared need for change
- Developing a shared vision
- Mobilising commitment
- Planning and executing
- Communication
- Aligning infrastructure
- Maintaining momentum



Our 8 Element Change Model

As you work through the eight elements, with corresponding questions, examples and prompts, consider your current position, progress to be made and record your responses on the Score Card.



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**)

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Q4. MOBILIZING OUR COMMITMENT <i>HOW WELL ARE WE CREATING BUY-IN AND SUPPORT?</i>											
Q5. PLANNING AND EXECUTING OUR CHANGE <i>IS PROJECT PLAN RELEVANT, COMPREHENSIVE, BEING WELL-DELIVERED?</i>											
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Q7. ALIGNING OUR INFRASTRUCTURE <i>DOES THE BUSINESS INFRASTRUCTURE SUPPORT THIS?</i>											
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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?



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?



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



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



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?



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.



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



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?



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



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



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



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?



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.



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



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



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
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We hope you found this tool useful. If you'd like to connect with Change Creation, find out more about the changes that we're delivering, the organisations that we're working with, we'd love to [hear from you](#).



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