Creating a case for change

ONE - What is a good 'Shared Case for Change?'

1. True
2. Mixture of 'aversion' and 'attraction' factors
3. Sense of urgency
4. Killer facts or data
5. Shared understanding by everyone
6. Felt as well as known
7. Owned and embodied
8. Brave and transparent

CHANGE CREATION

Case for Change Matrix

Work as an organisational team

Use the tool to articulate the case for change

1. Think about the threats if we don't address this issue in the short term

   – Write threats on post its and add them to the matrix

2. Move on to think about the longer term – what will happen if these threats are not addressed?

   – Complete the matrix with post it notes as before

3. Do the same with Opportunities

4. Reflect on your findings

Case for Change Matrix

Opportunities in the short run if we do	Threats in the short run if we don't
Opportunities in the long run if we do	Threats in the long run if we don't

CHANGE CREATION

Case for Change Matrix – "co-creating more work with audiences and communities to increase relevance"

Opportunities in the short run if we do	Threats in the short run if we don't
Opportunities in the long run if we do	**Threats in the long run if we don't**

CHANGE CREATION

THREE – Who needs to hear what?

- Identify a range of stakeholders for your change

- What version of your 'case for change' do each of them need to hear?

CHANGE CREATION

THREE – Who needs to hear what?

- Which 'why' will work for them?
- Which killer fact will build most appetite?
- How might they need to hear about the change?

CHANGE CREATION

Who	Characteristics	Compelling case for change
Senior Management team	Accountable for the organizations performance	• We cost 20% more than others in our city • Audience share is falling year on year by 4% • Only 1.8% of our catchment ever come to our work • We know how to be more relevant
Board	Feel responsible for long term and reputation	• Reserves are diminishing and will be exhausted in 2 years • Other organisations are getting 40% more trust income than us • Last time we refocused we increased sales by 20% in 12 months
Key funders	Interested in impact and resilience	• We have identified 30% of our catchment area who are reachable with new programme • Our impact in target areas could be doubled by three changes to our engagement practice
Managers	Committed to the organization and their teams	• We can increase our our organsiational resilience, and refocus budgets in areas that support our staff better • We will increase delegation and simplify working practices to free up innovation
Staff	Committed to the organisation and want to know how to help	• We will secure jobs by cutting waste and cumbersome processes • Audiences will see better work that's made for just them • More people in every part of the city will see stuff that feels relevant for them
Audiences	Love the organization and what it puts on, feel proud of it	• We're putting you at the heart of our work • We are protecting the best of what we do, and making it more affordable by cutting waste
Community partners	Interdependent, share audiences and communities	• We will work more collaboratively and effectively together to reach people across the city

Connecting and distinguishing messages

Who	Characteristics	Compelling case for change