



Leading Through Change Toolkit



Toolkit Overview

Balancing Management & Leadership in Change

A key requirement of leaders is an ability to create an appealing vision of the future, and develop a strategy for making it a reality. Regardless of obstacles, they maintain motivation among their team until the vision is realised.

Managers, on the other hand, have the task of making complex tasks run smoothly, and ensuring that the mechanics of change work to maintain the operational effectiveness of the team.

Two approaches to improvement

Many change projects fail, and the most commonly cited reason is neglect of the human dimensions of change. This neglect often centres around a lack of insight into why people are unhappy with organisational change, a poor appreciation of the process of change, and a limited knowledge of the tools and techniques that are available to help.

“Structural” approach to improvement	‘People-oriented’ approach to improvement	In practice, both approaches to improvement are necessary
change is a step by step process	outcomes cannot be pre-determined	you need to set the direction but need to be flexible in how you achieve it
it is typically initiated top-down	change comes typically bottom-up	Top-down support is needed for bottom-up change to succeed
objectives set in advance	there is no end point	objectives need to be set and the team should be congratulated when each objective is achieved – but improvement never ends
it goes wrong because of poor planning and lax project control	it goes wrong because of people issues	planning and monitoring is important but gaining the commitment of people is vital

Toolkit Matrix

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1 Change Equation

1 Change Equation

The Change Equation (or Formula for Change) was created by [Richard Beckhard](#) and [David Gleicher](#), and refined by Kathie Dannemiller. It is sometimes called *Gleicher's Formula*. This equation provides a model to assess the probability of success of organisational change initiatives or component parts of such an initiative.

$$D \times V \times F > R$$

Three factors must be present for meaningful change to take place. These factors are:

D = Dissatisfaction with how things are now. The higher the dissatisfaction with the status quo the more likely that change efforts will succeed.

V = Vision of what is possible. The clearer and more compelling the vision, the higher the probability of successful change.

F = First, concrete steps that can be taken towards the vision. The better these steps are defined, the higher the likelihood that they will succeed and form the foundation of a successful change initiative.

If the product of these three factors is greater than

R = Resistance, then change is possible.

Because D, V, and F are multiplied, if any one factor is absent or low, then the product will be zero or low and therefore unlikely to give the impetus required to overcome resistance.

To ensure a successful change strategic thinking and influencing skills must be used to create a clear and exciting vision and plot those crucial, early steps towards making it happen.

In addition, the organisation must recognise and accept the dissatisfaction that exists by communicating industry trends, leadership ideas, best practice and competitive analysis to highlight the necessity for change.

Your Change Equation

$$D \times V \times F > R$$

If there are three factors that are needed for meaningful change to take place, what can you do, with the people you lead or work with, to define, develop and maximise D, V and F with regard to a change you are facing?

D = Dissatisfaction with how things are now	What can I do to help people to realise that the status quo cannot continue?
V = Vision of what is possible	How can I describe the future state and make people want to achieve it?
F = First, concrete steps that can be taken towards the vision	What “quick wins” would help to boost confidence that we can change for the better?

Is the product of these three factors is greater than

R = Resistance?	Can I identify where the greatest resistance is coming from?
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Overcoming Resistance - Adding to the Change Formula

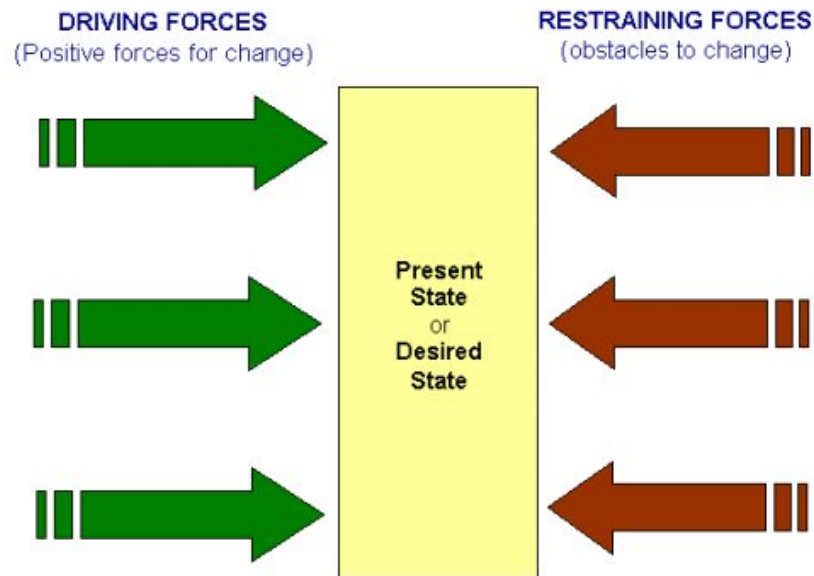
Dr A J Schuler is an expert in leadership and organisational change (www.SchulerSolutions.com). Here are his top ten reasons for resistance to change and some ideas on what you can do to overcome them.

	Reason for Resistance	What You can Do
1	The risk of change is seen as greater than the risk of doing nothing / standing still	Set out in stark terms why it is more risky to do nothing
2	People feel connected to 'the old way of doing things'	Honour the contributions of those who brought success to the organisation in the past
3	People have no role models for 'the new way'	Implement a pilot or 'quick win'. Seeing is believing
4	People worry that they <u>can't</u> change	Inform and train staff so that they build up their confidence levels
5	People feel overloaded and overwhelmed	Praise their efforts and be aware that people get tired and frustrated
6	People are sceptical about the new and want to be sure that the new way is really going to be an improvement	Listen to the sceptics; they can help you improve your change plans
7	People fear hidden agendas and may mistrust your motives	Be sure that your motives aren't purely personal. Be open about any downsizing and make sure that outplacement and retraining plans are in place so that you can reassure them
8	Change threatens peoples' sense of identity	Help people see and understand the new skills that the change will bring – and the fact that they will always retain the old skills
9	People fear a loss of status	There will be winners and losers. Stress the inevitability of change and the potential opportunities
10	Some will genuinely believe that the change is a bad idea	Discuss things with them. If your idea is well founded you should be able to convince them

2 Force Field Analysis

2 Force Field Analysis

Kurt Lewin wrote that "An issue is held in balance by the interaction of two opposing sets of forces - those seeking to promote change (driving forces) and those attempting to maintain the status quo (restraining forces)".



Before a change, the force field is in equilibrium between forces favourable to change and those resisting it. For change to happen the equilibrium must be upset – either by adding conditions favourable to the change or by reducing resisting forces. Whenever **driving forces** are stronger than **restraining forces**, the status quo or equilibrium will change.



This helps us to understand how people move through change and why they resist change. There will always be driving forces that make change attractive to people, and restraining forces that work to keep things as they are.

Successful change is achieved by either strengthening the driving forces or weakening the restraining forces. The force field analysis is part of Lewin's three stage theory of change:

1. Work towards unfreezing the existing equilibrium,
2. Move towards the desired change,
3. Freeze the change at the new level so that a new equilibrium exists.

Forces for Change

In many change contexts, force field analysis can be a very useful tool to help people to recognise the forces driving change and those elements that are resisting it. Additionally, giving each force a weight or value can help to determine how balanced the drivers behind change are, and to identify whether more needs to be done to communicate the reasons behind the change or to help others to overcome their personal resistance to proposed changes.

Forces For 	Resisting Forces 
Forces For might include: <ul style="list-style-type: none"> • Sale or merger of an organisation • Change in the working environment • New technology/ processes • New Information/ knowledge • Competition • Political/governmental shifts 	Resisting Forces might include: <ul style="list-style-type: none"> • Economic impact • Existing structure • Long-serving management and/or work-force • Impact on service or quality of output • Habits hard to change • Limited resources/ budget • Uncertainty

3 Building a Compelling Vision

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"Would you tell me, please, which way I ought to go from here?" asked Alice.

"That depends a good deal on where you want to get to," was the reply.

"I don't much care where," she said.

"Then, it doesn't matter which way you go." Alice in Wonderland by Lewis Carroll

Most organisations have destinations that they want to reach and they encourage everyone within the organisation to move towards these. For example:

- Working leaner/more efficiently,
- Increasing levels of customer service and/or quality,
- Reducing costs/improving the bottom line.

Leaders in many successful organisations realise that just telling people where they are going is not sufficient. They understand that their role is crucial in developing a well-formed and clearly communicated vision to inspire everyone within their organisation, department or team.

The two most common mistakes that organisations and leaders make with regard to their vision is firstly, that they fail to clearly articulate an engaging and exciting vision and secondly, that they fail to communicate it with energy and enthusiasm so that everyone wants to be a part of it.

Employees need to understand your expectations and receive your feedback. They need to understand the vision and what part they play in it. As their leader, you must ensure that your department/team is aligned with the vision. This means that every member of the team is focused on accomplishing their goals and that these goals have been defined to support your vision.

A simple and understandable vision is essential since delegation to, and empowerment of, your people depends on a shared understanding of the organisational, departmental or team purpose. Most importantly, a vision must be "lived." If your vision is not "lived" every day, it will be meaningless.

Creating an effective vision is no simple task. A vision should be succinct, clear, and exciting. It should guide every member of the organisation, department or team and be broad enough to allow scope for each person to find their place within in it.

An Effective and Compelling Vision will be:

- Based on an insightful analysis of the present situation facing the organisation/department/team,
- A good choice from options that will resonate with the values and experience of the target group,
- Appealing on many levels e.g. logically as well as emotionally to those who work within the organisation,
- A clear statement of the motivating force that drives the organisation forward with a firm call to action.

To help you determine your Vision, some of the questions you can ask are:

- What do you want your organisation to look like in the future (next 3-5 years)?
- What is your organisation especially good at?
- How are you doing competitively?
- What changes do you expect in the demand for your services/expertise/developments/products over the next five years?
- What other organisations do you consider are out-performing you?
- What do these more successful organisations have that you don't?
- What will you use to judge success?
- How well are you satisfied that you are measuring important criteria?

Please note that these are just a handful of questions that might provide the answers to creating a compelling vision for your organisation/department/team. An even simpler set of questions is: Where are you now? Where do you want to be? How could you get there? (examine some alternative approaches). How will you get there? (decide on a way forward and plan and cost it).

Once you've determined your vision, there are six key elements needed to communicate it effectively:

1. Keep it simple,
2. Paint verbal pictures so people can visualise where they are going,
3. Use multiple forums. Hold big and small meetings, write memos, emails and articles, as well as formal and informal interactions,
4. Incorporate repetition. Ideas sink in deeply only after they have been heard many times,
5. Lead by example. Behaviour must be consistent with the vision since we believe what we see more than what we hear,
6. Give and take. Two-way communication is always more powerful than one-way communication. Listen and be listened to.

So what's your vision for your part of the organisation? And how will you communicate it with energy and credibility to get your people on board and committed?

4 The Psychology behind Change Communication

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5 Steps to Change

When people are faced with change, they have many questions. When you plan your communication about change, you can help the rate at which people absorb the information by sequencing it in a way that best suits your target audience.

Why?

Why do we need to change?

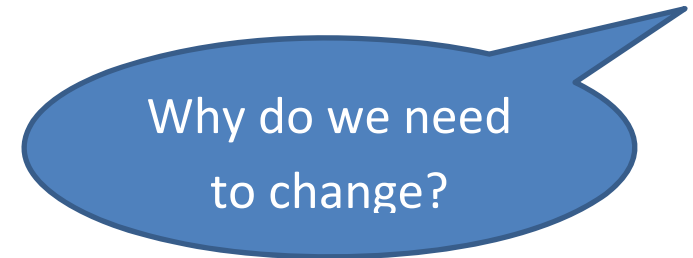
Think about how best to communicate the need for change to everyone affected.

Give people the hard facts and data surrounding the change.

Anticipate snags and objections.

Use examples that support your message and bring it to life.

Choose examples that everyone can relate to.



When?

Talk about the timing of this change and the reasons why the time is right now.

Give the (negative) consequences of delaying the change.



Who?

Stress the need for a team to lead this change – change is delivered by groups and not by individuals alone.

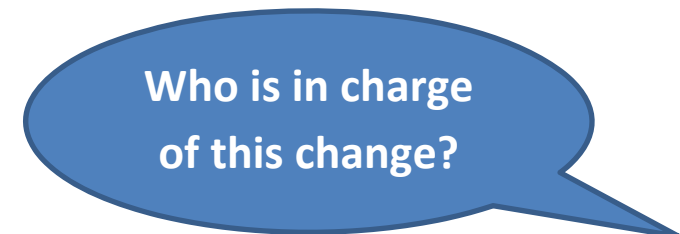
Encourage their involvement with parts of the change process (if appropriate).

Recruit people to the Change Team who have high credibility and high commitment.

People with high credibility but low commitment will need you to win them over.

People with high commitment but low credibility can be developed with training, development, coaching or mentoring for the skills they need.

Listen regularly to groups of staff who are affected by the change – preferably small groups so that specifics can be explored more comfortably.



What?

A key skill as a leader is to articulate and communicate the end goal or vision of what life will be like once the change has occurred.

The vision must be:

- clear and measurable,
- compelling and exciting for the people who have to make it happen.

Even though the drivers for change may be negative e.g. cost-cutting, poor reputation/feedback or inefficient services/processes, the end result or goal must be positive. Where you can, use convincers for your audience based on asking yourself “What’s in it for me?” from their perspective. Note that the benefit may not be for them directly but for their stakeholders (such as patients and carers).

How?

Job Losses and Cuts

Be fast, comprehensive, incisive and professional. However, you must be seen to act fairly and consider the longer term needs of the organisation and the people remaining.

Culture and Behaviour

Be slow – do it bit by bit using projects and involving your people at every stage.

Project Planning

Break the overall vision into specific project areas.

Allocate project sponsors (accountable for the delivery) and project leaders (responsible for putting together a project team and for making the change happen).

Ensure that you have a robust process for monitoring and reviewing progress.

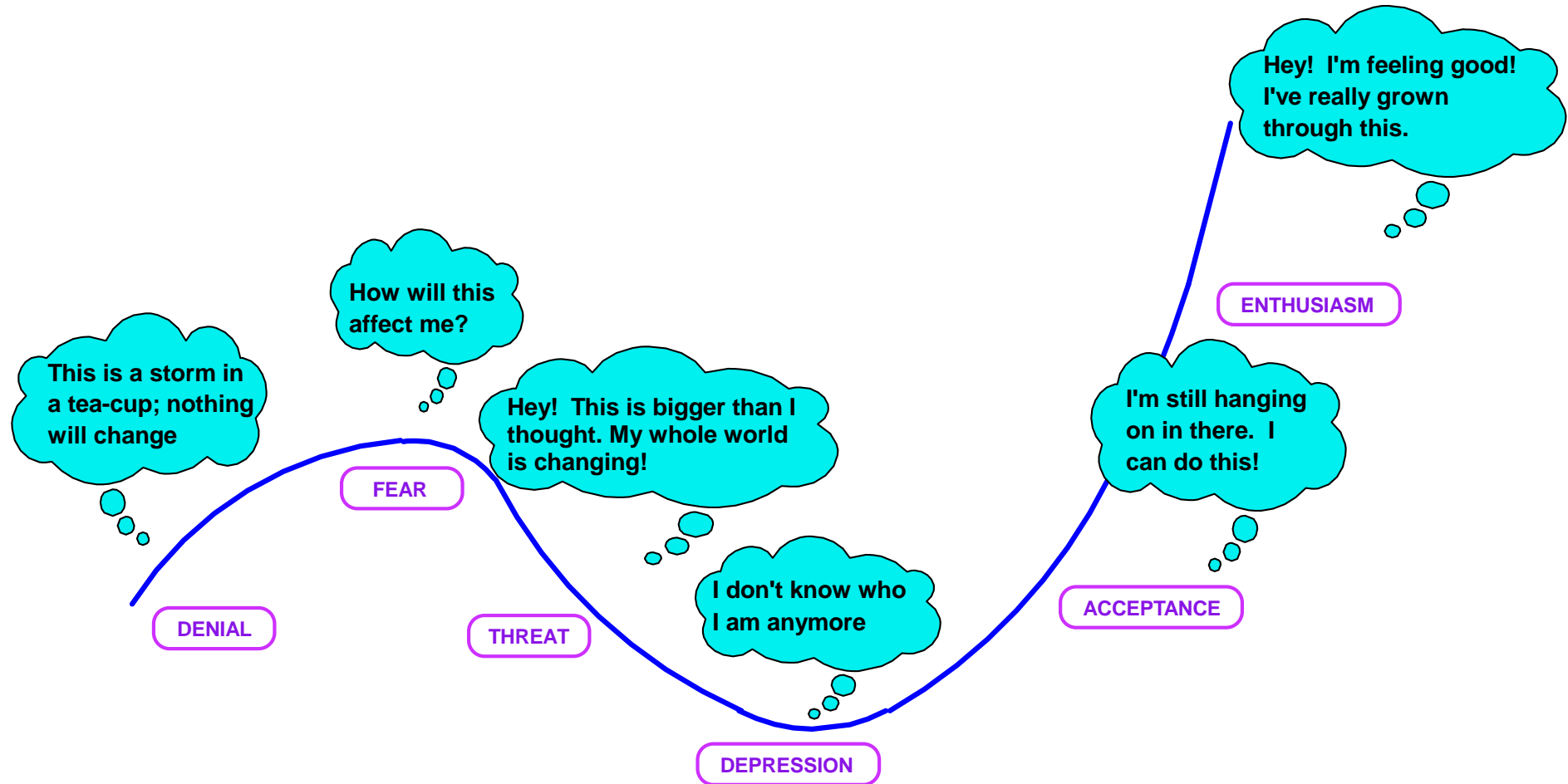
What does the end result look like?

What's in it for me?

What kind of change is it?

5 The Change Curve

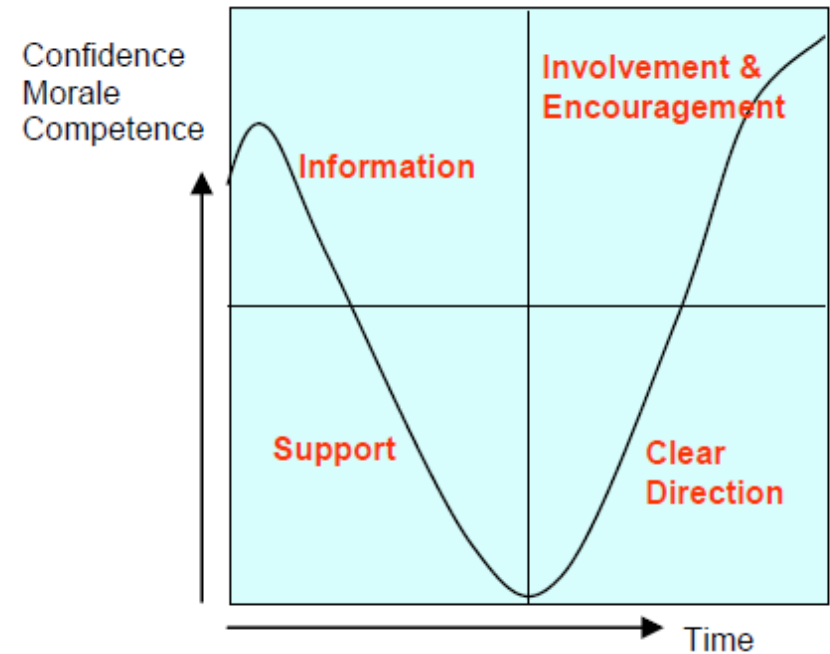
5 The Change Curve



To lead yourself and others through change successfully, it is necessary to recognise the different support requirements at each stage of the process. As a leader, you must be sure of the information that is available to share with your team members – e.g. it may be too sensitive to share immediately and may need to dovetail with a later announcement.

Even where no new information is available, keep letting them know that and reassure them that you will let them know as soon as any new information is available. By leading and supporting people through their experience of change, the change curve can be completed over a shorter time, with less dip in confidence, morale and competence. In this way, everyone connected with the change benefits.

Note below your plan for identifying your own and others' responses to an impending change, and how you will help minimise the potential negative effects:



My current feelings regarding this change are:	I will manage this by doing the following:
My colleagues/team members need from me:	I will offer them the following support:

The Change Curve model describes the four stages most people go through as they adjust to change. You can see this in the diagram below. When a change is first introduced, peoples' initial reaction may be shock or denial, as they react to the challenge to the status quo. This is **stage 1** of the Change Curve. Once the reality of the change starts to hit, people tend to react negatively and move to **stage 2**. They may fear the impact, feel angry and actively resist or protest against the changes.

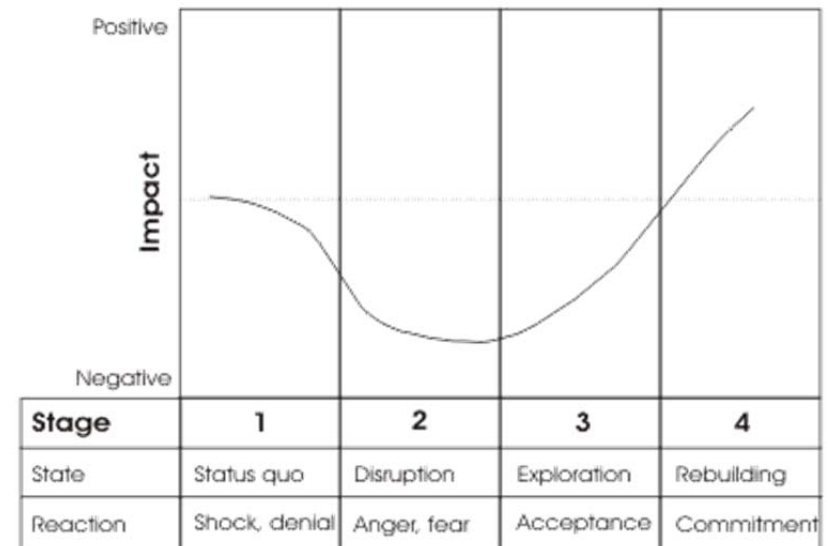
Some will wrongly fear the negative consequences of change. Others will correctly identify real threats to their position. As a result, the organisation experiences disruption which, if not carefully managed, can quickly spiral into chaos.

For as long as people resist the change and remain at stage 2, the change will be unsuccessful, at least for the people who react in this way. This is a stressful and unpleasant stage. For everyone, it is much healthier to move to stage 3, where pessimism and resistance give way to some optimism and acceptance.

Tip: It's easy to think that people resist change out of sheer awkwardness and lack of vision. However, we need to recognise that for some, change may affect them negatively in a very real way that you may not have foreseen. For example, people who've developed expertise in (or have earned a position of respect from) the old way of doing things can see their positions severely undermined by change.

At **Stage 3**, people stop focusing on what they have lost. They start to let go, and accept the changes. They begin testing and exploring what the changes mean, and so learn the reality of what's good and not so good, and how they must adapt.

By **Stage 4**, they not only accept the changes but also start to embrace them: They rebuild their ways of working. Only when people get to this stage can the organisation really start to reap the benefits of change.



6 Building the Change Narrative – Strategic Story Telling

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There are four underlying principles of storytelling – principles that we can live and work by when we want to inspire others through times of change.

Know YOUR story and tell it with authenticity

In order to be the change you want to see in this world, you have to know who you are, the values that ground you and what you are trying to achieve. And you must be able to articulate that clearly, effectively and authentically.

We connect very personally to a compelling vision and story, so by allowing people inside your story, you connect them to the human side of your work and create opportunities for them to empathise with your quest and your goals. Empathy motivates people to act in meaningful ways. The maxim here is this: authentic stories stimulate genuine emotions that inspire lasting change.

Listen to the stories of others

As important as it is to tell your story, it is even more important to *hear* the stories of others. A good change narrative is driven by the stories we hear from others about how they embrace change and how they make the shifts within their worlds.

The guiding principle here is: find great people, listen to their stories, respond to their needs and help them realise their goals in the change process. In so doing, they will help you realise your own vision and goals.

Listen to the story the data is telling you

Stories and anecdotes should support – not replace – the story told by hard data. You have to listen to feedback, evaluations, research and facts, and respond accordingly. You have to listen honestly, with humility, an open mind and a willingness to learn, to acknowledge mistakes and to correct or change course. In other words, be systematic in your approach to using data-driven stories to influence change and achieve your goals. Whilst not being afraid to take a calculated risk, you must also ensure that you check your facts and figures before charging ahead. However, don't be such a slave to gathering facts and data that you miss the opportunity to inspire others. It's better to communicate with 80 % of the best available information rather than waiting for the full 100 % and, perhaps, missing the opportunity altogether.

Narrative is important – but action is more so!

Finally, and most importantly, we must remember this: messaging alone cannot achieve change. Narratives are a powerful tool – but they do not replace or remove the need for action. Messaging means nothing if it is not backed up by compelling experiences and real action. We actually have to provide real opportunities for our people to experience, feel and understand for themselves the benefits and enrichment of engaging with change.



A good change narrative challenges others to shift from passivity to activity and in turn, create their own stories. These stories can propel others to forge relevant and resonant experiences for themselves and their peers, which is the ultimate success of change narratives.

We have four principles for using narratives to create the change we want to see:

1. Communicate and be true to your own story
2. Listen to the stories of those you seek to serve
3. Listen to the story the data is telling you
4. Create compelling experiences that can be translated into effective stories to propel even more people into action.

Apple has a very committed following of both employees and consumers. One of those reasons for this is that they have learned how to tell a great story about who they are. Here's a letter given to a new joiner at Apple:

There's work and there's your life's work. The kind of work that has your fingerprints all over it. The kind of work that you'd never compromise on. That you'd sacrifice a weekend for. You can do that kind of work at Apple. People don't come here to play it safe. They come here to swim in the deep end. They want their work to add up to something. Something big. Something that couldn't happen anywhere else. Welcome to Apple!

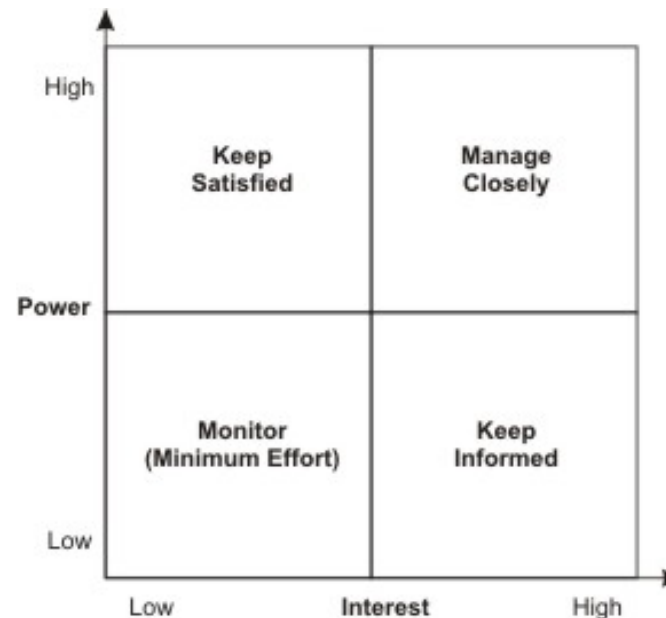
7 Stakeholder Analysis

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Change tools are not just for use in the workplace; they can be equally useful in your personal life. You probably have a long list of people, groups and/or organisations that are affected by your actions and by potential changes that you are considering. Some of these may have the power either to block or advance your aims. Some may be interested in what you are doing; others may not really care one way or the other.

For each change project (at work or at home) map out your stakeholders on a Power/Interest Grid and classify them by:

1. their **power** over your work/outputs/projects and
2. their **interest** in your work/outputs/projects.



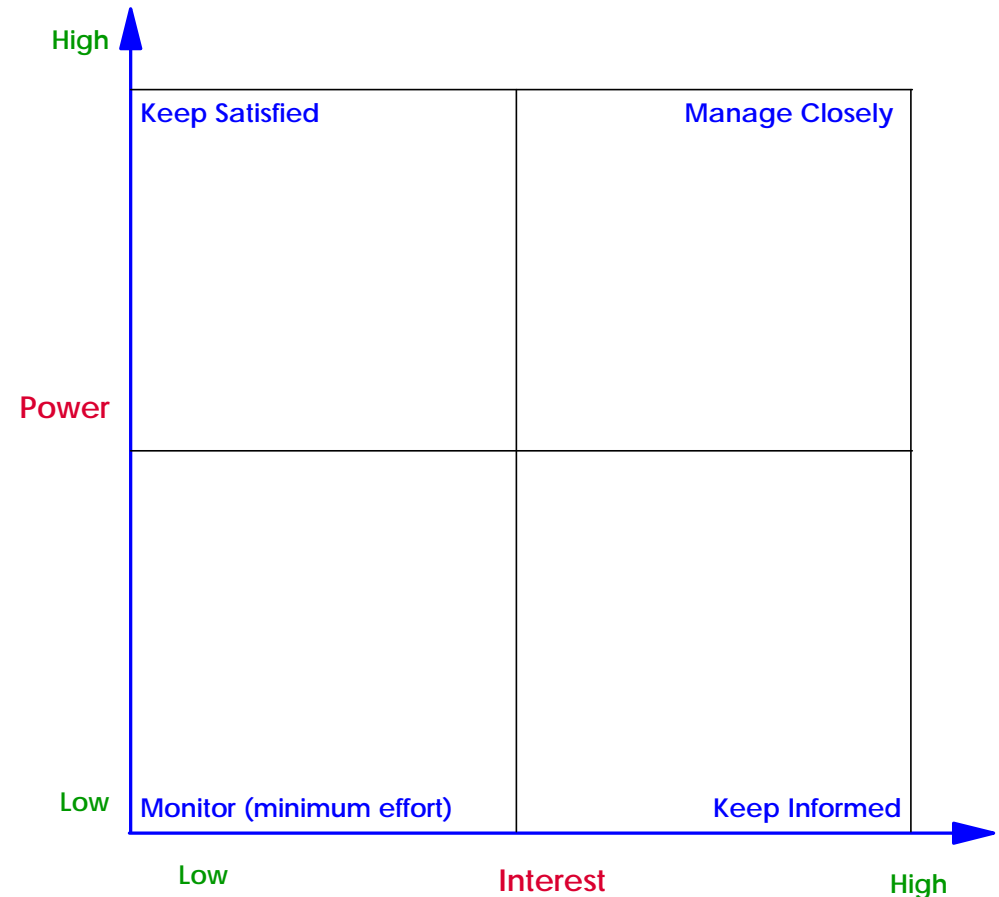
Power/Interest Grid for Prioritising Stakeholders

For example, your manager is likely to have high power and influence over your work and projects and also high interest in the results that you achieve. Your team may have high interest but they will have less power than your manager. Your family may have high interest in your projects at work, but are unlikely to have any power over them. Someone's position on the grid shows you the actions you have to take with them:

- **High power, high interest people:** these are the people you must fully engage and make the greatest efforts to satisfy.
- **High power, low interest people:** put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- **Low power, high interest people:** keep these people adequately informed, and talk to them regularly to ensure that no major issues are arising. These people can often be very helpful with the detail of your work/project.
- **Low power, less interest people:** again, monitor these people and keep them informed, but do not bore them with excessive communication.

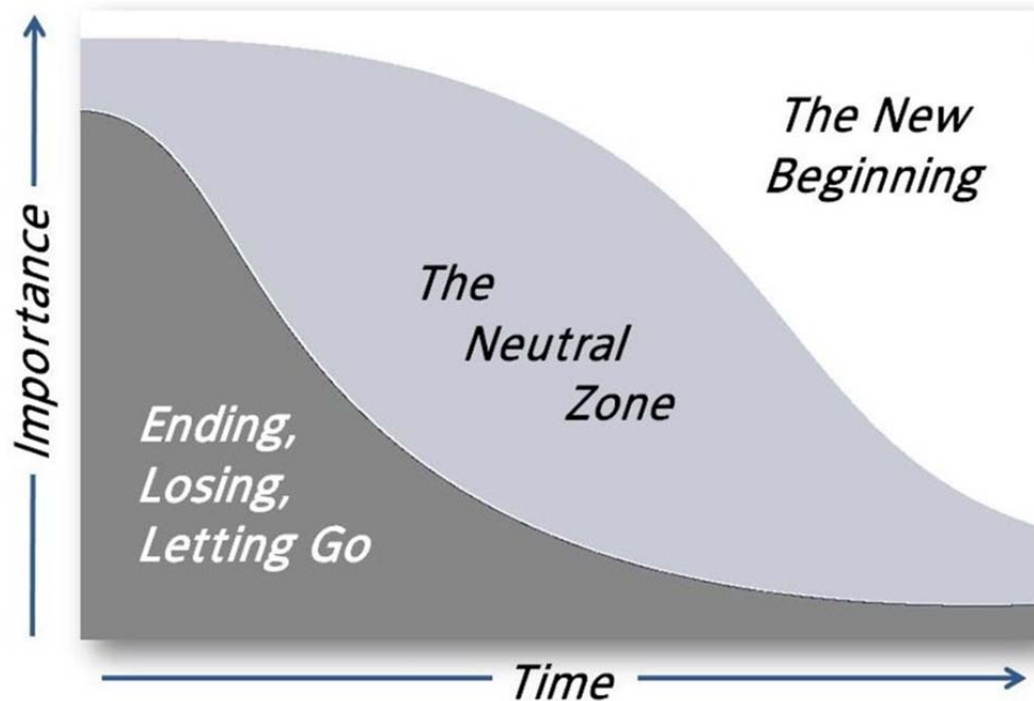
Your Stakeholder Grid

Once you have mapped out where your stakeholders are on the grid, you can choose how best to communicate with them about changes. For instance, you will want to be in daily contact with people who have high power and high interest, not just to keep them informed but also to capture their ideas on how to maximise the success of the project. A monthly or quarterly email with a short status report might be enough for someone who is in the high power/low interest quadrant.



8 The Transition Model and Useful Questions

8 The Transition Model and Useful Questions



Whatever the change and our situation - and whatever our mood - the chances are that we are all working through the stages of this model. In his research, William Bridges found that when he explored peoples' experience of change (good and not so good) there was always an ending, followed by a period of confusion and distress that then led to a new beginning.

Those who deliberately chose to make transitions minimised the importance of the ending, whilst those who had gone into transition unwittingly or unwillingly found it harder to face the prospect of new beginnings and a new phase of life.

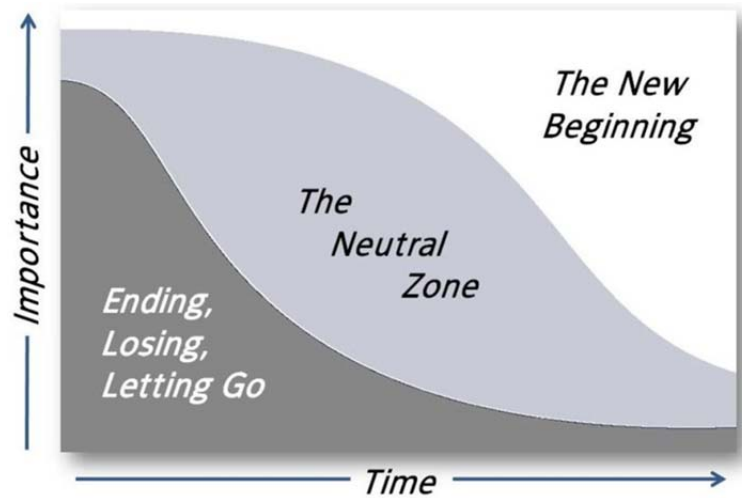
But, the middle place (the neutral zone) was strange and confusing for all.

In any transition there is an ending, then a neutral zone, and then a new beginning. Paradoxically, change starts with endings. William Bridges says that you move from one phase into the next as dominance of one phase gives way to the next. There are no precise boundaries and it can feel a little blurry. An added complexity is that we often experience multiple transitions at the same time.

Useful Questions for Teams in Transition

Questions for Team Members	Questions for you as a Leader
<p>Endings</p> <ul style="list-style-type: none"> • What am I telling myself and is it really true? • What am I going to have to let go of? (and what will happen if I don't?) • What could hold me back/keep me stuck? • What are my worst fears and what do I fear about them? • Who and what am I going to miss? 	<p>Endings</p> <ul style="list-style-type: none"> • What accurate information can I give to people? • How can I clearly define what is over and what isn't? • What allowances have I made for people to grieve the losses felt by others? • How can we unpack old baggage, heal old wounds and clean up any unfinished business? • What ways can we mark the ending? (not to denigrate it but to honour it and thank everyone who was part of it?)
<p>Neutral Zone</p> <ul style="list-style-type: none"> • What do I need to investigate or learn that will help me move forward? • Who are my important relationships with and who do I want to stay connected with? • What might it be possible - within my own control – to sort out/influence? • What am I committed to as I go through this change? • What can I do that will help me to stay positive? 	<p>Neutral Zone</p> <ul style="list-style-type: none"> • How can I explain that however uncomfortable the neutral zone is, it can be turned to everyone's advantage? • What's a new and positive way of describing it? • What short term goals, checks, training, policies, roles and groupings are needed to help people through the neutral zone? • How can I encourage others to experiment and try things a new way? • How can I make people feel that they belong and that their contribution is valued?
<p>New Beginnings</p> <ul style="list-style-type: none"> • How clear am I about the role and tasks I now need to perform? • How confident am I that I can accomplish them? • What lets me know that I have made the transition successfully? • What quick successes have I had? • What suggestions have I for how I/the team can celebrate the way that I/we came through the transition? 	<p>New Beginnings</p> <ul style="list-style-type: none"> • How can I clarify the primary task of my organisation and help others to do the same? • What stories or explanations will help others to make sense of this particular transition? • How can I help everyone to discover the part they play in the new way of working/system? • How can I create opportunities for quick successes so that people rebuild their self-confidence? • What attitudes and behaviours that I am asking them to develop can I role-model for my team?

The Transition Model - Questions to get you started



- What will people have to “let go” of?
- What will occur if this doesn't happen?
- What or who are people going to miss?

- What can you do to support?
- How can you lead others to move forward?

9 Six Proven Techniques to Engage Others

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Understand Their World

- Ask lots of questions
e.g. *What's your previous experience of XYZ been?*
What else do you need to know?
On a scale of 1-10, how comfortable are you with this?
- Listen as if every word the person is saying contains information of real value in helping you to achieve your objectives. It does.
- Identify the underlying issues when people push back about something e.g. "And why is that important to you?"

Demonstrate Your Credibility and Expertise

- Refer to specific people, events, facts, figures that demonstrate that you are an expert in this area.
- Give three good reasons – information in threes is more memorable and convincing than four or more.
- Give explicit direction on what you'd like to happen.
Don't say "*Let me have your thoughts*"
Do say "*Please send me your observations in a short email by the end of the day*"

Build Commitment

- Help people to address any misgivings they have about a proposed change by asking them to articulate them. Ask them what would reassure or convince them.
- Make it easy for people to take a small step.
- Keep restating why the change is necessary and what it means for different stakeholders

Manage Letting Go

- Use the transitions model questions to find out where people are with what's going on.
- If you know that there are aspects of a proposed change that are disliked or unpopular, face up to them early on.
- Tailor your approach and communications to where the critical mass is, and address individuals who are either ahead of or behind the critical mass as needed.
- Demonstrate the consequences of not letting go and not taking action.

Peer Pressure

- People are strongly influenced by peer pressure – who would be a good advocate of what you're proposing? Maybe they can help to convince others by sharing their experience?
- Give examples from within the business where people like them have done what you're asking them to do and it's been successful.

Tell Stories

- One good story is worth a hundred policy documents or emails!
- Use stories to illustrate that you understand their world, to demonstrate your credibility and expertise, or to show the consequences of inaction etc.
- Give examples and anecdotes borrowed from other people – tell them why this story has a parallel to them if it's not immediately obvious.
- Stories that evoke a strong emotional state are more memorable and influential – and more likely to persuade and engage others.
- Ensure that you can always draw upon a “half full” story or example that shows the change moving in a positive direction.

10 Potential Time and Cost Calculator

10 Potential Time and Cost Calculator

List some of the changes affecting your team here:

Pick one and calculate the following.

1. How many of your staff will be affected by this change? _____ people (This is 'X')
2. Estimate how much unproductive time on average is spent by each team member every week worrying about/talking about, speculating, chatting/rumour mongering? _____ hours per week (This is 'Y')
3. How many weeks has this been going on for so far? _____ weeks (This is 'Z')
4. How many weeks could this continue for? _____ weeks (This is 'A')

Using this rough data, calculate the following

1. Time lost so far: $X \times Y \times Z =$ _____ person hours
2. Potential time lost in the future: $X \times Y \times A =$ _____ person hours

If you can estimate what would be an average hourly rate for your team members (including any departmental overheads), then you can calculate a rough cost of the lost time. It concentrates the mind and helps you to grasp the nettle and actually begin to drive the change project forwards.

11 Weekly Communications Checklist

11 Weekly Communications Checklist

Specify the nature of the change	Don't rely on overviews or sound-bites. Make sure that people understand the change and how it affects the areas in which people work.
Explain WHY	Explain the business, political or organisational reasons for the change. It may take some detective work, but understanding the reasons will help people buy-in to the change.
Explain the change – good and bad	Some people may be badly affected by the change. Being open about all good and bad aspects help people manage it. This also minimises fear generated by gossip and speculation.
Develop creative communication	Don't just rely on one method of communication. Use verbal, written (emails, notice boards), diagrams, discussions, meetings, workshops. Make sure you're connecting with everyone regardless of their preferred style of communicating.
Manage the negatives	As negatives occur, make sure they are anticipated and managed.
Explain what success looks like	Make sure people can work towards a future vision, and be clear about what success will look like, and whether they are moving towards it.
Explain what's in it for them	Try and identify what will be a benefit to each individual in the new world. Benefits could be work-related, personal and so-on, but help people create the incentive to manage the added work and disruptions that change causes.
Repeat yourself!	People take time to take on board messages. They may not be ready for messages the first time they are presented. Follow up your communications with more communication, giving people every opportunity to question and understand the message.
Make communications two-way	A key part of people's motivation will stem from their ability to be involved. Provide the opportunity for feedback, discussion and debate, even if you don't have all of the answers; this sort of contact will be appreciated.
Be a change role model	You will be communicating with your words and deeds. People will look to you for cues, right down to your enthusiasm and perceived body language, so don't forget this aspect of communicating and managing the change process.

Weekly Communications Checklist

Have I...	Actions to Take
Specified the nature of the change?	Yes/No
What's changed? What else have I discovered? Have I communicated that message?	
Explained why?	Yes/No
Do I fit my communications into the wider context and explain how it fits?	
Explained the change – good and bad?	Yes/No
Am I maintaining my consistency and openness, and tackling all aspects of the change?	
Developed creative communication?	Yes/No
What have I done differently this week? What will I do differently next week?	
Managed the negatives ?	Yes/No
What might be perceived as negative? Do I have it covered?	

Explained what success looks like?	Yes/No
Are we working to the same vision? As each other? As last week? Am I sure it's explicit and clear?	
Explained what's in it for them?	Yes/No
Are my team aware of the positive impact of the change on themselves and the potential benefits to the department?	
Repeated myself!?	Yes/No
Even though I may have said it before, have I said it again!?	
Made communication two-way?	Yes/No
Who has or has not communicated back to me? Have I established two-way communication and, more importantly, are people using it?	
Been a change role model?	Yes/No
How have I been consistent this week? How can I be a better role model of the change we want to see?	

12 Action Plan to Engage Others

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What do you need to change to get the results that you want?

What do you need to let go of?

Where are you on the change curve?

Where are the rest of your team?

How will you move yourself and others forward?

What steps can you take to engage others in making the transition well?

How will you ensure the change “sticks”?