

SIX KEY FACTORS IN CHANGE MANAGEMENT

There is a science and an art to achieving real, meaningful change. The art lies in knowing how to design the change process – and how to facilitate it so that real change occurs. The science lies in knowing the key factors of success and applying them rigorously. This tool lays out the six key factors for success and details the specific questions and issues under each factor.

Note: This is not a linear checklist. Keep asking these questions at every point in the process.

1. CLARITY OF VISION

- What does success look like?
- Why is the status quo not acceptable?
- What is the vision? How will people or society benefit if the change is achieved?
- How does the vision translate into specific benefits or costs?

2. STRONG CHAMPIONS

- Are the leaders of the organization involved?
- Do those leaders champion the change even when the going gets tough?
- Are other people with broad influence also championing the change?

3. CLARITY OF ROLES

- Are the right people at the table planning the change?
- Who ultimately decides?
- Who are other key stakeholders?
- What is the decision-making process?

4. SUFFICIENT RESOURCES

- Is there sufficient time for people to meet and resolve the issues that need to be resolved?
- Is there enough money to hire consultants to guide and facilitate the process?
- Once the plan is approved, are there resources with which to implement it?

5. ENGAGEMENT

- Are staff and others who will implement the change engaged in examining options and developing recommendations?
- Are key outside groups and stakeholders also engaged?

6. COMMUNICATION

- Throughout the process, are people informed about what is going on?
- Does everyone have a clear idea of the steps in the process and people's decision-making responsibilities?
- Is the communication proactive – not reactive?