Heuristic Framework for Creating a Change-Focused Initiative

What is the proposed (or existing) change? Describe any background that you can = big picture.
- Why is the change being considered? Who is driving the change?
- What is the intended purpose of this change? What’s the vision?
- Who is served by this change?
- Who may support this change? Who may resist this change? Why?
- How does the change fit with or support the institution’s strategic directions?

What is one proposed (or existing) initiative intended to support this change? Describe a plan to prepare and execute this initiative. Always keep in mind the people involved.
- **Explore the Context**
  - What problem is this initiative addressing and/or what opportunity is it harnessing?
  - Who is the target individual(s) or group(s) that is intended to benefit from this initiative? What are their characteristics? Their needs? Their contributions? Their contexts?
  - How motivated and how ready are they to make or engage in a change? What may encourage them? What may discourage them?
  - How does this initiative fit with the existing departmental/institutional culture/norms?
- **Understand the Details**
  - What kind(s) of change is involved in this initiative? What change model(s) can help inform your plans? How?
  - What are the objectives and what is the end goal of the initiative?
  - What activities need to occur to complete the initiative?
  - What’s the timeline from planning the initiative to maintaining results?
- **Identify the Players**
  - Who needs to be involved in creating and/or implementing this initiative? (consider expertise required, smart political moves, etc)
  - Who needs to lead the initiative?
  - What is your role in this initiative? (NOTE: this may change over time)
- **Lay the Groundwork**
  - What resources are needed? (time, money, human resources, expertise, etc)
  - What buy-in is needed (Senior administration? Faculty? Staff? Students? etc)? How will you secure it?
  - What infrastructure or process changes may be needed to support this initiative?
- **Establish and Encourage Engagement**
  - What are the benefits and consequences for all those involved in this initiative?
  - What can make the need for the initiative real for those involved (e.g., stories, experiences)?
  - How, what, and when will you communicate about this initiative and with what audience(s)?
  - If this is a large-scale project, what short-term wins can you achieve and share?
- **Document and Maintain the Change**
  - How will you evaluate the success of the initiative?
  - When will the evaluation start?
  - How will any change achieved be sustained?

The questions in this heuristic framework stem from the wisdom found in the following sources:

Framework developed by Donna Ellis, University of Waterloo, for the 2015 EDC Institute


Taylor, K. L. & Schönwetter, D. J. (July, 2002). Faculty development as institutional leadership: A framework for meeting new challenges, 2002 HERDSA Conference, Australia.

POSSIBLE CHANGE STRATEGIES

Heath & Heath model to help people change:

- Direct the rider: Follow the bright spots; Script the critical moves; Point to the destination
- Motivate the elephant: Find the feelings; Shrink the change; Grow your people
- Shape the path: Tweak the environment; Build habits; Rally the herd

Kotter model to transform organizations:

1. Establish a sense of urgency
2. Form a powerful guiding coalition
3. Create a vision
4. Communicate the vision
5. Empower others to act on the vision
6. Plan for and create short-term wins
7. Consolidate improvements and produce still more change
8. Institutionalize new approaches

Fishbein & Ajzen model for changing behaviors:

People’s behaviors are predicted by their intentions which are guided by a combination of attitudes, norms, and perceptions of control that form based on their beliefs. The beliefs are the key point of intervention. Behavioral beliefs include positive and negative consequences that may come from engaging in a behavior. Normative beliefs include ideas around approval from others and whether significant others will engage in a behavior. Perceived control beliefs include personal and environmental factors that can help or impede attempts to engage in a behavior.

Taylor & Schönwetter list of conditions needed to support successful change processes:

- Building a shared perception of a need for change
- Involving the community in developing a plan
- Articulating clear goals
- Ensuring that the plan is practical in terms of resources
- Considering the culture of the organization in the planning process
- Securing support from the top
- Developing a critical mass of support in the community
- Preparing the community for change
- Providing infrastructure to support change
- Identifying an effective leader

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Worksheet

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• Explore the Context

• Understand the Details
• Identify the Players

• Lay the Groundwork

• Establish and Encourage Engagement

• Document and Maintain the Change