

Vision	Collaborative Commitment	Skills	Rewards	Resources	Action Plan
<p>Describe why the change is necessary and how things will work after it's implemented.</p> <p>Consider:</p> <ul style="list-style-type: none"> <li>• What will be different when the change is complete?</li> <li>• Will people do new things to make it work?</li> </ul>	<p>Ask people at all levels of the organization for input.</p> <p>Consider:</p> <ul style="list-style-type: none"> <li>• How can I help people feel committed to the vision?</li> <li>• How can team members contribute their skills, talents, and knowledge?</li> </ul>	<p>Determine what skills are needed to implement and sustain the change.</p> <p>Consider:</p> <ul style="list-style-type: none"> <li>• Do people in key positions have those skills?</li> <li>• If not, how can they learn those skills?</li> <li>• What support or training can we offer?</li> </ul>	<p>Promote the benefits of embracing the change.</p> <p>Consider:</p> <ul style="list-style-type: none"> <li>• How to answer those who ask, "What's in it for me?"</li> <li>• What incentives can we offer?</li> <li>• What activities can we plan to encourage people?</li> </ul>	<p>Develop tools and resources to support the change.</p> <p>Consider:</p> <ul style="list-style-type: none"> <li>• What tools will help team members the most?</li> <li>• How will we make these resources available?</li> <li>• Who will be available to support and encourage people?</li> </ul>	<p>Separate the change into small, manageable steps.</p> <p>Consider:</p> <ul style="list-style-type: none"> <li>• What steps will we take to implement the change?</li> <li>• How will we talk about the change with members, employees, and customers?</li> <li>• How can we make implementing and adopting the change as easy as possible?</li> </ul>
<p><b>What to do:</b></p> <ul style="list-style-type: none"> <li>• Collaborate on a vision statement.</li> <li>• Engage other leaders and members in group meetings.</li> <li>• Communicate in different ways to reach many audiences.</li> </ul>	<p><b>What to do:</b></p> <ul style="list-style-type: none"> <li>• Create teams to collect data and help refine the vision and action plan.</li> <li>• Invite team members to contribute their ideas and expertise.</li> </ul>	<p><b>What to do:</b></p> <ul style="list-style-type: none"> <li>• Determine what skills people need and if they are missing any.</li> <li>• Provide training and share the best practices, with examples and lessons you learned.</li> <li>• Offer workshops to give team members practical experience.</li> </ul>	<p><b>What to do:</b></p> <ul style="list-style-type: none"> <li>• Hold contests that encourage participation.</li> <li>• Recognize those who are adapting to the change.</li> <li>• Plan activities and events that build the team.</li> </ul>	<p><b>What to do:</b></p> <ul style="list-style-type: none"> <li>• Write an FAQ that people can consult.</li> <li>• Create how-to guides for new processes.</li> <li>• Have experts or coaches provide guidance.</li> </ul>	<p><b>What to do:</b></p> <ul style="list-style-type: none"> <li>• Make a formal plan.</li> <li>• Create a list of all of the steps.</li> <li>• Agree on what will constitute success.</li> <li>• Gather and share success stories.</li> </ul>

## Why do some changes fail?

When you incorporate each element of the change plan, you have a better chance of succeeding. Leaving out any element makes the process more difficult, and eliminating more than one may also eliminate your chance of success. Review the chart to understand what may happen without that item.

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If you don't explain your vision clearly, people may be confused about the purpose of the change, leading to an incomplete or failed implementation.	People might not commit to a change if they feel that they weren't included in the planning or implementation.	If people lack the skills they need to make the change, anxiety about their lack of knowledge or expertise can lead to resistance.	People may be slow to adopt the change if they don't see the benefits of embracing it.	A lack of resources makes it difficult for people to learn what they need to know. That can cause frustration and resistance to change.	The change you are trying to implement may not get started at all if you haven't thoroughly planned for it.

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