



Quick CLIX for CHANGE

◀ No: 6

The 5-Question Change Model

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Before you can plan any change, you need to be clear on what change actions to take and have some ideas, models and processes for how to go about doing it.

➔ **This 5-Questions Change Model is a simple but robust model for understanding, planning and carrying out change...**



1. WHERE ARE WE NOW? ...is the situation analysis stage of the change process. It provides a solid foundation of facts for 'Why are we changing?' and stops people jumping to change solutions before they know what the current situation is. Starting here gives you a better idea of what's going on and what needs changing. Finding out where you are now by describing the current situation you wish to change, is often a parallel process to the 2nd change question – 'If things aren't going well now - where do we want to be?'

2. WHERE DO WE WANT TO BE? This question generates your change vision – how things can be better or different. Shared vision is where most change efforts need to start – a guiding idea or a significant change in the way we think about something (we call these concept-shifts). But you can't do it alone. You need people to share in your change vision. Visioning educates, raises awareness, inspires, attracts buy-in and lays foundations for change. It also builds benefits: 'What's so good about doing this?'

3. HOW WILL WE GET THERE? This question develops change plans and strategies to take you from where you are now (1st change question) to where you want to be (the 2nd change question). This phase involves mobilising change teams to get more specific on what needs to change (your change specifications), anticipating obstacles and removing blockages, generating change options and ideas and joint agreement on what priority changes you most need to implement.

4. IF WE DO THIS WHAT MIGHT HAPPEN? This question alerts us to the fact that most change efforts engender unintended, unthought-of consequences or negative impacts, not always just positive ones. Systems Thinking shows us that many change efforts end up making things worse rather than better – because they fail to systemically take into account subtle impacts or flow-ons from the change that end up having negative consequences. This phase also involves risk analysis: checking that each change you plan to implement is thoroughly thought through and is actually going to give the outcomes you want.

5. WHERE AND HOW DO WE GET STARTED? This is the last question in our model – but it may be one of the first you ask. It's about change management 'up the front' – it's the 'doing' bit of the change-work. It's where you start making the changes you said you were going to. The focus is especially on the early start-up phase, which is where a lot of intensive time and effort needs to be invested if you're to get your change effort off the ground and reap returns later.



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