

Successful Change—Linking Stories Into the Change Cycle

Instructions: Leaders need to tell stories during each phase of the change cycle, and even more importantly, they need to have staff tell their stories, listen to those stories, and promote the stories of people’s contributions to the change effort. Below is a chart outlining the different stories that need to be told and listened for, and when.

What stories do I need to tell and foster during a change effort?

	Stages of Change	Telling & Sharing Stories About . . .
Phase 1 — Setting The Stage For Change	Focusing the Desire for Change Questions everyone wants to know answers to: <ul style="list-style-type: none"> • Why do we need to change? • What’s the urgency? • How & why is the change relevant to me? • Why should we all care about changing? 	Focusing the Desire for Change <ul style="list-style-type: none"> • Leaders telling stories about the current situation, why we need to change, what will happen if we don’t change, how the change will make a difference in daily work life, and why they care about the change. • Listening to others tell their stories about the current situation, what will happen if we don’t change, and their need for the proposed change.
	Creating Shared Vision Questions everyone wants to know answers to: <ul style="list-style-type: none"> • What is the desired future state? • Why is this relevant and compelling? • What’s in it for people? 	The Possibilities <ul style="list-style-type: none"> • Leaders telling stories about the Vision of the outcomes and benefits the change will bring. • Listening to others tell their stories about their vision for what the change will bring and how it will benefit them personally.
	Establishing Commitment Questions everyone wants to know answers to: <ul style="list-style-type: none"> • Who will stand for the future possibility? • Why do they need to take a stand, too? • Where’s the passion? • What’s the time frame? 	Establishing Commitment <ul style="list-style-type: none"> • Leaders telling stories about when changed worked, what their personal commitment is to this change, what their passion is for the current change, what they bring to the table in this change effort, what the time frame is. • Listening to others tell their stories about when changed worked, what was learned, what they bring to the table in this change effort.
	Mobilizing Commitment Questions everyone wants to know answers to: <ul style="list-style-type: none"> • What’s my role as an individual? • What’s my role within the community? • What are the ways we can make it happen? 	Mobilizing Commitment by Sharing Contributions & Ideas <ul style="list-style-type: none"> • Leaders telling stories about the ways they can contribute; stories about ways they can leverage their talents, position, and resources to make the change happen. • Listening to Individuals and groups tell their stories about the ways they can contribute; stories about ways they can leverage their talents, position, and resources to make the change happen.
Phase 2 — Action	Taking & Leveraging Action Questions everyone wants to know answers to: <ul style="list-style-type: none"> • What are our plans? • What are the specific action steps? • Who do we collaborate with and how to we reach over the transom to others? • What are the milestones and measures? 	Taking & Leveraging Action—What is Taking Place, Collaborations <ul style="list-style-type: none"> • Leaders telling stories about the plans, actions, collaborations taking place, milestones being reached, linking measures to actions and results • Listening to others tell their stories about the plans, actions, and collaborations taking place, milestones being reached, and results

Stories & Change Worksheet



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Phase 3—Sustaining Change	Overcoming Barriers, Courage & Persistence Questions everyone wants to know answers to: <ul style="list-style-type: none"> • What barriers are we overcoming? • What resources are we shifting and how? • How are we displaying fortitude, courage, & persistence? 	Overcoming Barriers, Courage & Persistence <ul style="list-style-type: none"> • Leaders telling stories about the barriers that are being overcome, light in the darkest hours, courage and persistence • Listening to others tell their stories about barriers that are being overcome, light in the darkest hours, courage and persistence
	Monitoring Progress Questions everyone wants to know answers to: <ul style="list-style-type: none"> • How are we doing? • What are our initial and mid-term successes? • What are we learning? 	Monitoring Progress <ul style="list-style-type: none"> • Leaders telling stories about current successes, what is being learned, & what was made possible • Listening to others tell stories about their successes, what they are learning, & what was made possible
	Adapting As We Go, Taking Renewed Action Questions everyone wants to know answers to: <ul style="list-style-type: none"> • What adjustments do we need to make? • What do we need to fix? • What do we need to strengthen? • What’s the difference we can make? • What will the outcomes be? 	Adapting As We Go, Taking Renewed Action <ul style="list-style-type: none"> • Leaders telling stories about adapting, meeting the challenges, the differences being made, & going forward • Listening to others tell stories about adapting, meeting the challenges, the differences being made, & going forward
Phase 4—Success	Successes & Celebration Questions everyone wants to know answers to: <ul style="list-style-type: none"> • What did we accomplish? • What were the highs? • What were the lows? • What were the surprises? • How did we make it happen? • Who made it happen? • What terrific different place are we in now? 	Successes & Celebration <ul style="list-style-type: none"> • Leaders telling stories about successes, highs, lows, surprises, overcoming challenges, what is different, results, what was learned, what was made possible, and appreciations for the individuals and teams • Listening to others tell stories about successes, highs, lows, surprises, overcoming challenges, what is different, results, what was learned, what was made possible, and appreciations for the individuals and teams

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