

MANAGING COMPLEX CHANGE

PURPOSES & BENEFITS

This tool helps a group to diagnose challenges or barriers to change that they are facing, whether they are within the group or outside of the group but impact the group's community organizing work. Once a change challenge is diagnosed, the group can then better work toward solutions from a collective understanding.

HOW TO USE THIS TOOL

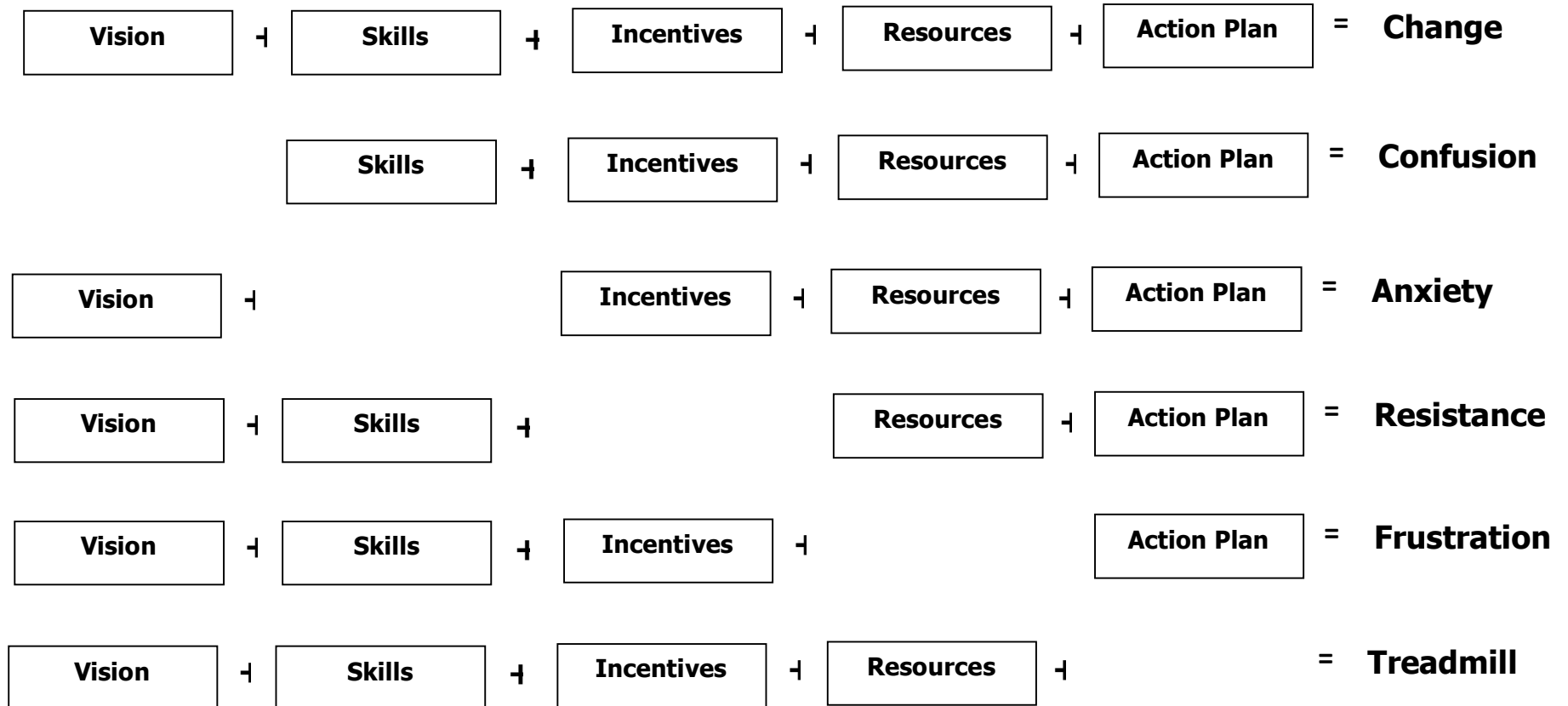
The collaborative group can use this tool to:

- Identify and understand the change variables that must be present when managing complex change issues like sexual and domestic violence.
- Understand the interaction of the change variables and the results.
- Help diagnose challenges facing the collaborative group, whether internal within or external to the group, and then discuss possible solutions to challenges once diagnosed.



MANAGING COMPLEX CHANGE

In order to effectively make change on complex community issues like sexual and domestic violence, each of the following change variables must be in place. The chart below also illustrates the results when one of the change variables is missing, which provide insight for the collaborative partners into where to focus their solutions when challenges, whether internal within or external to the group, arise.



Adapted from FACE (2006) *Common Sense for Community Change Workbook*. FACE: Claire, MI.



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Below is an explanation of the meaning of each of the change variables. This will help the collaborative group members to further define their change challenges and also clarify the focus of their targeted solutions to those challenges.

Vision

- Shared vision about the needs, strategies and activities, and outcomes among the relevant stakeholders, gatekeepers, collaborative partners, etc.

Skills

- Use and/or adaptation of best practice models
- Collaboration skills
- Technical skills (e.g., data collection and analysis...)
- Leadership skills

Incentives

- Identified WIFM's (i.e., "what's in it for me's") for individuals or individual organizations
- Collective buy-in for the greater good amongst stakeholders, gatekeepers, collaborative partners, etc.
- Positive public image
- Mutual benefit amongst stakeholders to help successfully address multiple issues (e.g., domestic violence and drugs/alcohol addiction prevention)

Resources

- Best practices available to use as a guide
- Funds
- Personnel/staff
- Time
- Power/influence/leadership
- Structures/mechanisms in place
- Relationships
- Supportive policies

Action Plan

- Clear and concrete action steps, including who and who else does what by when
- Structures/mechanisms and accountability in place for action planning, implementation and continuous quality improvement (CQI) oversight