



Change Catalyst Training

SESSION 2 MANUAL

Defining Change Success:

Articulating the Vision and Strategies for Adoption Measurement

Building on the foundational understanding of change management principles established in Session 1, this lesson takes participants further by focusing on the specific aspect of defining change success and articulating a compelling vision.

Understanding this upfront, will provide direction, engage stakeholders, measure progress, maintain motivation, and ensure alignment with organisational objectives throughout the change process.

Key Concepts

- Why do we need a vision for change?
- What is a compelling vision for change?
- How do we define, articulate and measure the achievement of the vision?
- What happens if we don't have a clear picture of success?





Defining Change Success: Session 2

What are benefits of having a clear vision for change initiatives?

List your reasons:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____

Reasons why a vision for change is important:



Think of a successful change initiative. How did having a clear vision for change drive the success of the initiative?



Defining Change Success: Session 2

What are the core differences between a corporate vision and vision for a change project?

SCOPE	
FOCUS	
LEVEL OF DETAIL	
DURATION	

How does the difference between a corporate vision and a vision for a change project impact decision-making?



Defining Change Success: Session 2

Corporate Vision vs Project Vision for Change:

	Corporate Vision	Project Vision for Change
Scope	Organisation-wide	Specific to a change project or initiative
Focus	Long-term aspirations and direction of the company	Goals and outcomes of a specific change initiative
Context	Broad strategic context	Specific context of the project and its objectives
Level of Detail	High-level, guiding principles	Specific, actionable objectives and milestones
Alignment	Sets the overall direction for the organisation	Aligns with the corporate vision and organisational goals
Duration	Long-term	Duration of the specific project or initiative
Stakeholder Involvement	Relevant to all stakeholders within the organisation	Relevant to stakeholders directly involved in the project
Relationship	Provides a framework for project visions and initiatives	Supports and contributes to the corporate vision



Defining Change Success: Session 2

According to John Kotter, six things that make a change vision effective:



- 1 Bold, but achievable
- 2 Vivid picture of the future
- 3 Appeals to hearts & minds
- 4 Specific to aid decisions
- 5 Flexible to adapt
- 6 Easy to communicate

There are five key steps involved in defining a vision for change:



1. UNDERSTAND CURRENT STATE

Understand how the project solves the current situation/ challenges and/or enables opportunities within the organisation.

2. ENVISION FUTURE STATE

Paint a vivid picture of what you'll see, hear, feel and be able to do in future, if the project is successful.

3. CAPTURE IT CONCISELY

Capture it succinctly, describing the reason for change; how the project contributes to solving/seizing the problem or opportunity; what the organisation will gain if successful.

4. TEST FOR COMPLETENESS

Check if it is bold, vivid, appealing, specific, flexible and easy to communicate.

5. ALIGN WITH OTHERS

Engage key stakeholders to gather insights, perspectives and input on the vision to ensure there is alignment and buy-in.



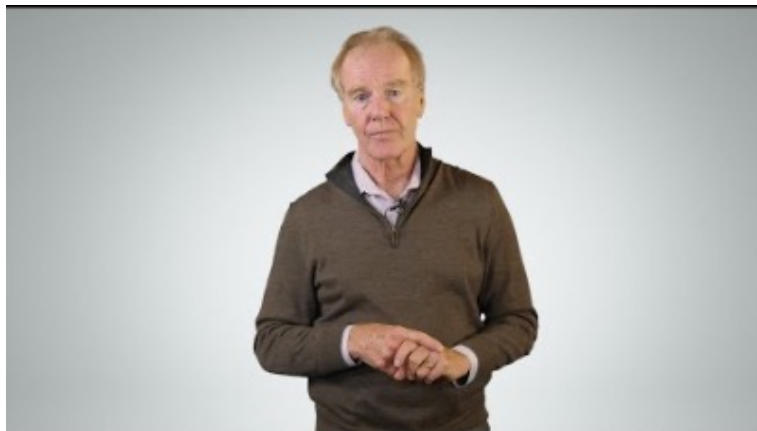
Defining Change Success: Session 2

Before watching the video below, consider these questions:

What is the biggest challenge in sharing a change vision in an organisation?

Why is it difficult for change leaders to address this challenge?

Peter Senge on shared vision:





Defining Change Success: Session 2

Consider your specific change initiative.

Note down at least three Key Performance Indicators which you could track to show progress.

Complete the table:

Change Category	Key Performance Indicators (KPIs)	Targets/ Benchmarks	Measurement Methods	Frequency of Measurement

Consider a previous initiatives, did you have a clear picture of success? If so, how did it contribute towards a favourable outcome for the change initiative? If not, how did it impact the outcome of the change initiative?