



APPENDIX D: Change Agent Approach

- This approach was distributed to Change Agents at the June, 2000 workshop to kick-off the Change Agent Program



CHANGE AGENT APPROACH

February

March

April

May

June

July

August

September

October

November

December

2001...

Stage Transformation

- Set direction for transformation
 - identify initiatives
 - identify projects
- Educate executives about transformation process and specific initiatives
- Initiate transformation initiatives and projects
- Determine Strategic Direction

- Chicago Kick-Off
- Vision & Mission Sessions
- Project Kick-Offs

Plan

Educate

Launch Transformation

- Communicate transformation:
 - initiatives and projects
 - strategic direction
 - key milestones
- **Secure and mobilize committed network of sponsors, change agents, and advocates**
- Assess organization strengths and weaknesses

- Communicate to internal and external stakeholders
- Kick-off Change Agent Program
- Organizational Assessment

Lead By Example

Buy-In

Sustain Transformation

- Align transformation strategy and organization culture
- Pilot programs and transformation initiatives
- Assess and remove barriers
- Refine rewards, measures, and feedback systems to encourage desired behavior
- Practice leadership behaviors
- Celebrate milestones along the transformation

Activities may include:

- **Develop and implement Training plan**
- **Team building**
- **Performance management plan**
- **Develop management plan and process**
- **Service assessment**

Commit

Communicate, Education, and Evaluate Transformation

• Activities in bold represent Change Agent responsibilities for the Transformation.