

Change Playbook



This worksheet will be used in our **Getting to Yes** session today. Each section can be used to record your thoughts throughout the session and share back with the group.

Stakeholder:	Evidence for the Rider	Motivate the Elephant
Who will be the most resistant to change?	Focus on the logical system of the brain. (Conscious Mind, LOVES Data, Process, Analytical, Prone to Analysis Paralysis)	Focus on the emotional system of the brain. (Feelings, Heart, Insecurities, Risk, Loss, FEAR)
A Awareness of the reason the change is necessary	What are the business objectives and outcomes that the change will deliver? What quantifiable outcomes will be achieved? Show the logical need for change by presenting data or other relevant information.	Why do they have to be part of the change? What is their role and why are they valuable? What stories/testimonials can you share that emotionally connect the stakeholder to the need for change? Emphasize impacts on human beings (patients, physicians, colleagues etc.)
D Desire to participate and support the change	What are the qualitative benefits associated with the change? What data and/or evidence can show the improvements that would result from the change? Quantify if possible. For example: increased efficiency, reduced workload, enhanced job satisfaction. Make a logical case using data to create the desire.	What is in it for them personally and in their role/career? Why should they want to change? How does it make their life better - professionally or personally? How does the change positively impact them with regard to personal values, goals, and aspirations? How does it impact their career or personal life if they don't embrace change?
K Knowledge required for the change	What do they need to know about the change process? What specific knowledge is required to successfully make this change both during and after implementation? How will you educate them about how to work through the change? What specific training sessions will need to take place to help them learn?	Why is it so important for them, personally, to be knowledgeable about the change? If the change goes forward and they are not knowledgeable or prepared, what will that mean for them in their role? Personally? What happens if they are exposed as not having the knowledge required? What are they most afraid of not knowing?
A Ability to demonstrate new skills and behaviors	What measures are in place to prove that they have the ability to drive the change? What will they be required to do in order to show they have the skills needed? What behaviors are we looking for, specifically?	What happens if they do not show that they have the ability? What does it do to their credibility in their role and in their career? How would an inability to adopt the change or exhibit the right behaviors hurt them in their role or career? How will they feel when others see they don't have the skills and abilities needed?
R Reinforcement to sustain the change	What are the metrics that will show if the change has succeeded and how well? How will the logical basis for the change be reinforced or reiterated? What type of ongoing guidance and feedback will be required to sustain the change? How will we know that the change has been "successful"?	How can you highlight individuals who have done exceptionally well with the change? What are some ways that the individuals who have embraced the change will be recognized? What can be done to create personal pride in successful adoption of the change? What type of recognition would this stakeholder respond to? What is the "carrot" that ensures they do their part to sustain change?



Change Playbook: Breakout Session



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<p style="text-align: center;">A Awareness of the reason the change is necessary</p>	<p>What are the business objectives and outcomes that the change will deliver? What quantifiable outcomes will be achieved? Show the logical need for change by presenting data or other relevant information.</p>	<p>Why do they have to be part of the change? What is their role and why are they valuable? What stories/testimonials can you share that emotionally connect the stakeholder to the need for change? Emphasize impacts on human beings (patients, physicians, colleagues etc.)</p>
<p style="text-align: center;">D Desire to participate and support the change</p>	<p>What are the qualitative benefits associated with the change? What data and/or evidence can show the improvements that would result from the change? Quantify if possible. For example: increased efficiency, reduced workload, enhanced job satisfaction. Make a logical case using data to create the desire.</p>	<p>What is in it for them personally and in their role/career? Why should they want to change? How does it make their life better - professionally or personally? How does the change positively impact them with regard to personal values, goals, and aspirations? How does it impact their career or personal life if they don't embrace change?</p>