

14. Facilitators of Change

Lab Workbook

JOHN LATHAM Ph.D.
Organization Designer + Researcher

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[RE]CREATE

THE
ORGANIZATION
YOU REALLY
WANT!™

Leadership and
Organization Design
for Sustainable
Excellence



14. Facilitators of Change

Lab Workbook

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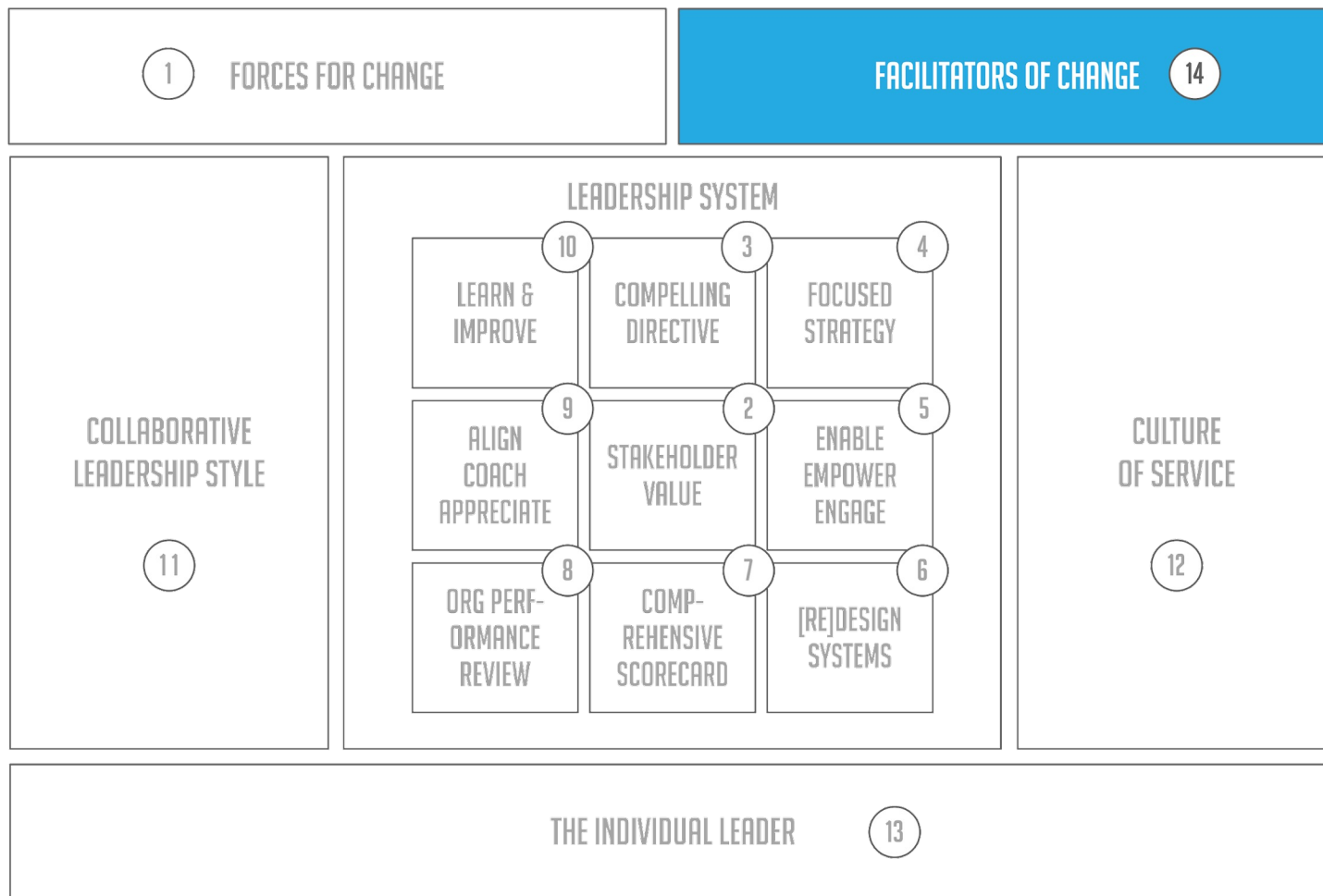
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LEADING TRANSFORMATION FRAMEWORK



Objectives

Understand the Facilitators of Change concepts, components, and relationships and how they contribute to leadership and organization [re]design for sustainable excellence.

Conduct a consolidated assessment and analysis and develop an improvement plan that includes all 14 components of the Leading Transformation Framework.

LTSE Assessment - Complete an assessment of each of the 14 Leading Transformation Framework Components (Labs).

LTSE Consolidated Matrix - Complete a Consolidated Analysis of ALL 14 Components.

LTSE Improvement Plan - Identify Strengths, Opportunities for Improvement, and Improvement Plan.

Reflections - Reflect and identify what have you learned about the facilitators of change, your organization, and your leadership.

Action Plan Logic - Apply what you have learned about the facilitators of change to develop an action plan to improve your organization and leadership.

Action Plan - Apply what you have learned about the facilitators of change to develop an action plan to improve your organization and leadership.

Journal - Track your progress in your [Re]Create Journal.



1 Forces for Change Assessment - Instructions

Forces for Change Questions	SD	MD	PD	PA	MA	QA
1.1 - My organization has many opportunities for improvement.						
1.2 - External forces threaten our ability to succeed (e.g., such as technology, customers, competition, economy, regulation, supply chain, partners).	<p style="color: red;">Use the “Agree” Scale to assess your organization.</p> <p style="color: red;">SD (Substantially Disagree) = 1</p> <p style="color: red;">MD (Moderately Disagree) = 2</p> <p style="color: red;">PD (Perhaps Disagree) = 3</p> <p style="color: red;">PA (Perhaps Agree) = 4</p> <p style="color: red;">MA (Moderately Agree) = 5</p> <p style="color: red;">QA (Quite Agree) = 6</p>					
1.3 - Internal forces limit our ability to address the external challenges (e.g., workforce capability and capacity, culture).						
1.4 - Overall organization performance could be much better.						
1.5 - Our vision of what the organization "can be" - motivates me to change.						
1.6 - We have a realistic plan to achieve the vision.						
1.7 - I will do what is necessary to achieve the vision.						
1.8 - We communicate the WHY of change to all levels of the organization so that everyone understands and the need to change.						
1.9 - We are improving and making progress toward our vision.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

1 Forces for Change Assessment - Example

Forces for Change Questions	SD	MD	PD	PA	MA	QA
1.1 - My organization has many opportunities for improvement.				4		
1.2 - External forces threaten our ability to succeed (e.g., such as technology, customers, competition, economy, regulation, supply chain, partners).					5	
1.3 - Internal forces limit our ability to address the external challenges (e.g., workforce capability and capacity, culture).					5	
1.4 - Overall organization performance could be much better.						6
1.5 - Our vision of what the organization "can be" - motivates me to change.			3			
1.6 - We have a realistic plan to achieve the vision.					5	
1.7 - I will do what is necessary to achieve the vision.				4		
1.8 - We communicate the WHY of change to all levels of the organization so that everyone understands and the need to change.		2				
1.9 - We are improving and making progress toward our vision.				4		

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Forces for Change - Assessment 14-4

1 Forces for Change Assessment - Worksheet

Forces for Change Questions	SD	MD	PD	PA	MA	QA
1.1 - My organization has many opportunities for improvement.						
1.2 - External forces threaten our ability to succeed (e.g., such as technology, customers, competition, economy, regulation, supply chain, partners).						
1.3 - Internal forces limit our ability to address the external challenges (e.g., workforce capability and capacity, culture).						
1.4 - Overall organization performance could be much better.						
1.5 - Our vision of what the organization "can be" - motivates me to change.						
1.6 - We have a realistic plan to achieve the vision.						
1.7 - I will do what is necessary to achieve the vision.						
1.8 - We communicate the WHY of change to all levels of the organization so that everyone understands and the need to change.						
1.9 - We are improving and making progress toward our vision.						

2 Stakeholder Value Assessment - Worksheet

Stakeholder Value Questions	SD	MD	PD	PA	MA	QA
2.1 - We have identified the stakeholders for each group including customers, workforce, suppliers/partners, investors, society, natural environment.						
2.2 - We use systematic (repeatable) methods to identify and prioritize the needs of our stakeholders.						
2.3 - We understand the needs of each key stakeholder group and communicate those needs to all levels of the organization.						
2.4 - Feedback from our investors (incl. donors, taxpayers) indicates they are very satisfied with the value our organization creates for their investment.						
2.5 - Feedback from our customers (including students, patients) indicates they are very satisfied with our products and services for the money spent.						
2.6 - Feedback from our workforce (employees, contractors, volunteers) indicates they are happy to be part of our organization.						
2.7 - Feedback from our suppliers and partners indicates they are happy to work with our organization.						
2.8 - Feedback from our communities (public, society) indicates they are happy to have our operations, products, and services in their community.						
2.9 - Our products, services, and operations make a positive impact (or at least neutral impact) on the natural environment.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Stakeholder Value - Assessment 14-5

3 Compelling Directive Assessment - Worksheet

Compelling Directive Questions	SD	MD	PD	PA	MA	QA
3.1 - Our mission statement identifies our core products and services - WHAT we do for our customers.						
3.2 - Our mission statement identifies our key customers - WHO we do it for.						
3.3 - Our mission (or purpose) statement includes an inspiring purpose - WHY we do what we do.						
3.4 - Our vision describes the ideal version of our products, services, and the core competencies that create those ideal products and services.						
3.5 - Our vision describes the ideal culture - HOW we work together as a team to accomplish the mission and achieve the vision.						
3.6 - Our vision includes a description of the ultimate workforce experience. What it is like to be a member of the ideal organization.						
3.7 - We systematically communicate the mission and vision to all organization members.						
3.8 - We systematically communicate the mission and vision to our external stakeholders.						
3.9 - I am inspired and motivated by our mission and vision.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

4 Focused Strategy Assessment - Worksheet

Focused Strategy Questions	SD	MD	PD	PA	MA	QA
4.1 - Our strategy is focused on creating value for our customers.						
4.2 - Our strategy addresses the needs of all our key stakeholders (workforce, investors, suppliers and partners, society, and the natural environment).						
4.3 - Our strategy includes both long- and short-term goals.						
4.4 - Our strategic goals are clear, specific, and actionable.						
4.5 - Our strategic goals are aligned and work together as a coherent and focused strategy.						
4.6 - Our strategy (including the goals, timeline, and expectations) is realistic and feasible.						
4.7 - Specific measures are identified for each strategic goal and objective.						
4.8 - Everyone in the organization knows and understands their role in achieving the strategy and vision.						
4.9 - We systematically assess and prioritize our goals based on clear criteria such as (1) contribution to the strategy, (2) financial implications, (3) risks.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

5 E3 People Assessment - Worksheet

Enable, Empower, and Engage People Questions	SD	MD	PD	PA	MA	QA
5.1 - We systematically attract and hire the best talent available.						
5.2 - Our workforce is composed of the best talent available in our industry.						
5.3 - We systematically develop our workforce to meet both our current and future needs.						
5.4 - Our workforce is highly trained and capable.						
5.5 - We systematically empower and engage our workforce.						
5.6 - Our workforce is engaged and uses their discretionary energy to accomplish the mission, vision, and strategy.						
5.7 - We have a support system that addresses the whole person (personal and professional).						
5.8 - I am satisfied with and committed to the organization.						
5.9 - Our turnover is at or near the lowest in the industry.						

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E3 People - Assessment 14-8

6 [Re]Design Systems Assessment - Worksheet

[Re]Design Systems Questions	SD	MD	PD	PA	MA	QA
6.1 - Our processes are clearly defined, and everyone knows how their work contributes to the overall system, products, services, & customer experience.						
6.2 - We have systematic (repeatable) processes to create exceptional customer experiences including products, services, and support.						
6.3 - We have systematic (repeatable) operations and support processes that work together to create excellent products and services.						
6.4 - We have systematic (repeatable) workforce development and support processes that create an enabled, empowered and engaged workforce.						
6.5 - We have systematic measurement and analysis processes that provide credible information for strategy development and process improvement.						
6.6 - We have systematic leadership and strategy processes that guide the execution and improvement of processes throughout the organization.						
6.7 - We have systematic governance processes that ensure all our decisions and actions are ethical, legal, safe, socially responsible, and sustainable.						
6.8 - Our systems & processes create value for key stakeholders (customers, workforce, investors, suppliers/partners, society, natural environment).						
6.9 - We understand how our operations are aligned and linked from suppliers and partners to production to products, services, and customer experiences.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

[Re]Design Systems - Assessment 14-9

7 Comprehensive Scorecard Assessment - Worksheet

Comprehensive Scorecard Questions	SD	MD	PD	PA	MA	QA
7.1 - Our scorecard includes all key stakeholder groups including customers, workforce, investors, suppliers/partners, society, and the natural environment.						
7.2 - Our scorecard measures all key aspects of customer satisfaction including customer perceptions, customer behavior, and customer success.						
7.3 - Our scorecard measures all key aspects of production including products, services, operations, and support.						
7.4 - Our scorecard measures all key aspects of supplier and partner performance.						
7.5 - Our scorecard measures the performance of key leadership, financial, and strategy systems.						
7.6 - Our scorecard measures the performance of the governance system including ethics, legal, safety, social responsibility, and sustainability.						
7.7 - Our scorecard measures the performance of all key aspects of the workforce including well-being, satisfaction, development, and performance.						
7.8 - Our scorecard measures the performance of our knowledge and information systems.						
7.9 - Our scorecard includes comparisons with relevant organizations, benchmarks, and standards for all measures.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

8 Organization Performance Review Assessment - Worksheet

Organization Performance Review Questions	SD	MD	PD	PA	MA	QA
8.1 - We analyze the current performance of all the key systems measures and compare that performance to our goals and requirements (standards).						
8.2 - We analyze the current performance for all the key stakeholder measures and compare that performance to our goals and requirements.						
8.3 - We analyze performance over time (trends) to understand the variation of the system before reacting to the most recent results.						
8.4 - We compare current performance and trends with world-class examples to know how well we are doing compared with what is possible.						
8.5 - During organization performance reviews we resist the urge to react to symptoms and instead explore the underlying causes of the results.						
8.6 - We regularly review progress on our strategic initiatives and projects including the schedule, scope, cost, and quality.						
8.7 - The findings from our organization performance and project reviews are translated into new or revised initiatives and action plans.						
8.8 - We capture the lesson learned from performance reviews and use them to prevent similar performance issues in the future.						
8.9 - The results of our organization performance reviews are communicated to all applicable stakeholders.						

9 Align Coach Appreciate Assessment - Worksheet

Align, Coach, Appreciate Questions

	SD	MD	PD	PA	MA	QA
9.1 - Individual organization members are evaluated based on explicit criteria that are aligned with our mission, vision, and strategy.						
9.2 - Individual organization members are evaluated based on explicit criteria that are aligned with our values and culture.						
9.3 - Individual organization members receive regular, constructive feedback and coaching to improve their performance.						
9.4 - We regularly recognize and reward performance that is consistent with our mission, vision, and strategy.						
9.5 - We regularly recognize and reward behaviors that are consistent with our values and culture.						
9.6 - We ONLY promote those individuals who contribute to accomplishing the mission, vision, and strategy of the organization.						
9.7 - We ONLY promote those individuals who role-model the behaviors consistent with the organization values.						
9.8 - If after coaching and development an individual's performance doesn't meet the criteria, they are let go.						
9.9 - I feel appreciated at work.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Align Coach Appreciate - Assessment 14-12

10 Learn and Improve Assessment - Worksheet

Learn and Improve Questions	SD	MD	PD	PA	MA	QA
10.1 - We are never satisfied with the organization’s performance and continually reflect on and learn from our experiences.						
10.2 - We regularly reflect and learn from strategy, and systematically incorporate the lessons learned into new/revised strategies and initiatives.						
10.3 - We use feedback from regular organization excellence assessments as an input to the systematic improvement our systems and processes.						
10.4 - We learn from process improvement projects and use that knowledge to inform the improvement of processes & systems throughout the organization.						
10.5 - We use a variety of methods to learn from other organizations (e.g., benchmarking, media, conferences).						
10.6 - We have a deep understanding of the people in our organization and HOW and WHY they behave the way they do (both individually and groups).						
10.7 - We have a deep understanding of the variation in our systems, and can tell the difference between normal and abnormal changes in performance.						
10.8 - Learning, improvement, and innovation are the responsibility of everyone.						
10.9 - I helped improve organization performance in the last 30 days.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

11 Collaborative Leadership Assessment - Worksheet

Collaborative Leadership Questions	SD	MD	PD	PA	MA	QA
11.1 - Leaders words and actions reflect the values of the organization.						
11.2 - I feel respected when interacting and working with leaders in my organization.						
11.3 - My leader involves me in planning and decisions that involve my areas of responsibility.						
11.4 - I understand the organization’s challenges, direction, and strategy and how my work supports the overall organization performance and strategy.						
11.5 - I know what is expected of me.						
11.6 - I am held accountable for meeting clear performance standards and goals.						
11.7 - My leader helps me understand how my work is an integral part of the organization.						
11.8 - My leader helps me analyze and improve my processes to help meet the goals.						
11.9 - My leader is curious and always learning new things right along with the rest of us.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Collaborative Leadership - Assessment 14-14

12 Culture of Service Assessment - Worksheet

Culture of Service Questions	SD	MD	PD	PA	MA	QA
12.1 - The people in our organization value and care about each other.						
12.2 - I feel valued at work.						
12.3 - The decisions and actions of my teammates are always ethical.						
12.4 - I trust my team to do what is best for all the stakeholders.						
12.5 - I am part of a cohesive, cooperative team focused on accomplishing the mission.						
12.6 - My teammates and I have high-quality standards and consistently meet those standards.						
12.7 - My team continuously learns, innovates, and improves.						
12.8 - We are focused on creating and improving products, services, and customer experiences that delight the customers.						
12.9 - I love serving my team and our customers.						

13 Individual Leader Assessment - Worksheet

Individual Leader Questions	SD	MD	PD	PA	MA	QA
13.1 - My purpose as a leader is to create the environment for people to succeed and create value for multiple stakeholders.						
13.2 - While I am confident in my abilities, I do not know everything, and so I work collaboratively with others to accomplish our mission and vision.						
13.3 - What I say and do are aligned, consistent, and reflect the values and mission of the organization.						
13.4 - I like sharing responsibility with the team - I am not motivated to take sole responsibility for the group.						
13.5 - I am never satisfied with the organization and work to continually improve the design and performance.						
13.6 - I view strategy as a "hypothesis" to be tested, and I learn from the results - both positive (successes) and negative (failures).						
13.7 - I appreciate a variety of ideas and inputs, but I am not very tolerant of people who do not support the mission, vision, values, and strategy.						
13.8 - I enjoy working on our systems and processes to redesign and improve them.						
13.9 - I enjoy analyzing data and information to improve the organization?						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

14 Facilitators of Change Assessment - Worksheet

Facilitators of Change Questions	SD	MD	PD	PA	MA	QA
14.1 - We continuously “raise the bar” by setting higher goals to create the tension that motivates continuous improvement.						
14.2 - We work to proactively prevent and effectively deal with any resistance to change.						
14.3 - Our vision, mission, values, strategy, operations, measures, and incentives are all aligned and congruent.						
14.4 - We use an explicit model for performance excellence (e.g., Baldrige, EFQM) and a systematic method to assess and improve the organization.						
14.5 - We have the internal and/or external expertise that we need to help us identify, plan, and execute organization-wide improvement.						
14.6 - We have fully developed and aligned our stakeholders with strategy, systems, scorecard, and the culture (heroes, symbols, and rituals).						
14.7 - We have fully developed an explicit enterprise framework to guide the design of systems throughout the organization.						
14.8 - We have fully developed and deployed the top-level systems for the organization.						
14.9 - We have fully developed and deployed systems, subsystems, and support systems throughout the organization.						

Consolidated Assessment Matrix - Question #s

Question #

Labs

1	2	3	4	5	6	7	8	9	10	11	12	13	14
1.1	2.1	3.1	4.1	5.1	6.1	7.1	8.1	9.1	10.1	11.1	12.1	13.1	14.1
1.2	2.2	3.2	4.2	5.2	6.2	7.2	8.2	9.2	10.2	11.2	12.2	13.2	14.2
1.3	2.3	3.3	4.3	5.3	6.3	7.3	8.3	9.3	10.3	11.3	12.3	13.3	14.3
1.4	2.4	3.4	4.4	5.4	6.4	7.4	8.4	9.4	10.4	11.4	12.4	13.4	14.4
1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5
1.6	2.6	3.6	4.6	5.6	6.6	7.6	8.6	9.6	10.6	11.6	12.6	13.6	14.6
1.7	2.7	3.7	4.7	5.7	6.7	7.7	8.7	9.7	10.7	11.7	12.7	13.7	14.6
1.8	2.8	3.8	4.8	5.8	6.8	7.8	8.8	9.8	10.8	11.8	12.8	13.8	14.8
1.9	2.9	3.9	4.9	5.9	6.9	7.9	8.9	9.9	10.9	11.9	12.9	13.9	14.9
μ	μ	μ	μ	μ	μ	μ	μ	μ	μ	μ	μ	μ	μ

Consolidated Assessment Matrix – Table 14-18

Consolidated Assessment Matrix - Example Scores

Agree Scale Score

Labs

1	2	3	4	5	6	7	8	9	10	11	12	13	14
4	4	5	6	4	4	1	3	4	2	5	4	5	5
5	2	2	3	1	5	4	2	3	4	4	4	6	4
5	5	4	5	5	3	5	4	5	4	5	3	4	3
6	3	3	4	4	4	4	2	6	3	3	2	4	6
3	1	2	3	6	3	4	4	4	5	5	5	5	4
5	6	3	4	6	5	3	4	6	2	6	6	3	3
4	4	6	3	4	5	4	5	3	2	3	4	3	2
2	5	4	5	3	2	2	3	5	4	2	5	5	1
4	2	5	2	4	3	2	3	5	6	1	4	6	1
4.2	3.6	3.8	3.9	3.9	3.8	3.2	3.3	4.6	3.6	3.8	4.1	4.6	3.2

Consolidated Assessment Matrix - Table 14-18

Consolidated Assessment Matrix - Example Scores Color-Coded #1

Labs

1	2	3	4	5	6	7	8	9	10	11	12	13	14
4	4	5	6	2	4	1	3	4	2	5	4	5	5
5	2	2	3	1	5	4	2	3	4	4	4	6	4
5	5	4	5	5	3	5	4	5	4	5	3	4	3
6	3	3	4	4	4	4	2	6	3	3	2	4	6
3	1	2	3	6	3	4	4	4	5	5	5	5	4
5	6	3	4	6	5	3	4	6	2	6	6	3	3
4	4	6	3	4	5	4	5	3	2	3	4	3	2
2	5	4	5	3	2	2	3	5	4	2	5	5	1
4	2	5	2	4	3	2	3	5	6	1	4	6	1
4.2	3.6	3.8	3.9	3.9	3.8	3.2	3.3	4.6	3.6	3.8	4.1	4.6	3.2

Consolidated Assessment Matrix - Table 14-18

Consolidated Assessment Matrix - Example Scores Color-Coded #2

Labs

1	2	3	4	5	6	7	8	9	10	11	12	13	14
4	4	5	6	2	4	1	3	4	2	5	4	5	5
5	2	2	3	1	5	4	2	3	4	4	4	6	4
5	5	4	5	5	3	5	4	5	4	5	3	4	3
6	3	3	4	4	4	4	2	6	3	3	2	4	6
3	1	2	3	6	3	4	4	4	5	5	5	5	4
5	6	3	4	6	5	3	4	6	2	6	6	3	3
4	4	6	3	4	5	4	5	3	2	3	4	3	2
2	5	4	5	3	2	2	3	5	4	2	5	5	1
4	2	5	2	4	3	2	3	5	6	1	4	6	1
4.2	3.6	3.8	3.9	3.9	3.8	3.2	3.3	4.6	3.6	3.8	4.1	4.6	3.2

Consolidated Assessment Matrix - Table 14-18

Improvement Plan - **Instructions**

Strengths to Leverage	Opportunities for Improvement	Development Activities
<p>Step 1</p> <p>What are the key strengths identified in the LTSE Assessment Results and Analysis?</p> <p>What activities should you keep and reinforce?</p>	<p>Step 2</p> <p>What are the key opportunities for improvement identified in the LTSE Assessment Results and Analysis?</p> <p>What activities need to change?</p>	<p>Step 3</p> <p>What are the top few things that you could do to improve the areas identified in Step 2?</p>

Improvement Plan Worksheet

Strengths to Leverage

Opportunities for Improvement

Development Activities

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Reflections - Instructions

Key Takeaways

What are the most important lessons learned from this module?

What did you learn about the **facilitators of change**?

What did you learn about your organization?

What did you learn about your leadership?

Questions

What questions do you still have about the **facilitators of change**?

What questions do you still have about your organization related to the **facilitators of change**?

What questions do you still have about leadership related to the **facilitators of change**?

Reflections - Worksheet

Key Takeaways

Questions

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Action Plan Logic - **Instructions**

Opportunity	Actions	Expected Reactions	Expected Results & Outcomes
<p>1. Identify & describe the opportunity for improvement.</p>	<p>2. Identify & describe the actions that will address the opportunity.</p>	<p>3. Describe the reactions you expect from the stakeholders.</p>	<p>4. Describe the results and outcomes that you expect from the actions and reactions.</p>

Action Plan Logic - Worksheet

Opportunity	Actions	Expected Reactions	Expected Results & Outcomes

Action Plan - **Instructions**

Next 7 Days

Next 30 Days

Next 90 Days

What organization change related to the **facilitators of change** will you make in the next **7 days**?

What leadership change related to the **facilitators of change** will you make in the next **7 days**?

What organization change(s) related to the **facilitators of change** will you make in the next **30 days**?

What leadership change(s) related to the **facilitators of change** will you make in the next **30 days**?

What organization change(s) related to the **facilitators of change** will you make in the next **90 days**?

What leadership change(s) related to the **facilitators of change** will you make in the next **90 days**?

Action Plan - Worksheet

Next 7 Days

Next 30 Days

Next 90 Days

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Facilitators of Change Journal

<p>Opportunity - Identify and describe the opportunity that you are working on.</p>	
<p>Actions Taken - Identify and describe the actions that you have taken or are now taking to address the opportunity.</p>	
<p>Expected Reaction & Results - Identify and describe the stakeholder reactions and the subsequent results that you expect based on the actions.</p>	
<p>Status & Actual Reactions and Results - Identify and describe the status of the actions, and the actual reactions and results.</p>	
<p>Lessons Learned – Reflect on your experiences and identify the lessons learned along the way. What worked, what didn't work, and why?</p>	