

## Developing and Agreeing Change goals

The process of developing, crystallising and agreeing the long-term changes that you want to take place within your organisation is an important part of the improvement process. This ensures that your improvement activity is focussed in the right direction. It also helps to energise and motivate people to keep making improvements and to use the improvement tools in a positive way.

As Henry Ford said: *"Obstacles are those frightening things we see when we take our mind off our goals"*

The following questions and techniques will help you lead and challenge change workshops. These need to involve all managers. They could take place before or after Self-Assessment (ideally they will take place as part of the strategy review and development process).

1. Imagine it is three years from now. Give yourself permission to dream. You have been completely successful in changing your organisation... it is now a role model, with the capacity to achieve excellent results....  
What tangible changes have been made?  
What does everything look, sound and feel like? What are other people saying to you?
2. How will achieving these goals help to achieve your organisation's outcomes?
3. In what way are these change goals aligned to your organisation's core values?
4. How do these change goals support the priorities of the wider organisation or partnership?
5. How will achieving these goals benefit staff and partners?
6. What would happen if you didn't achieve these goals?
7. How will you measure your success in achieving each goal?
8. Who will be champions of the change goals? What does this mean to you?
9. Who will lead each change goal?
10. Who will document the change goals and success criteria?
11. How will you communicate the change goals?
12. On a scale of one to 10....10 being passionately committed to these goals, 1 being not committed at all.... where are you?  
What would it take to get you to a 10?