

TOOL DESCRIPTION

Change Story



The Change Story helps to set out and be able to present a credible, comprehensive and consistent story about the change initiative.

It helps leaders and people involved in the project to summarize the answers to all important questions in a transformation initiative in a condensed form, thereby helping to streamline and harmonize communication. To tailor the communications to fit the target group, variations of the initial Change Story are quite often also created.

These are the elements that need to be incorporated into a Change Story:





- Why and what is “the change” good for?
- What will remain the same?
- What specifically should be better or different?
- When something will happen?
- What possible consequences and effects can be expected, including on personal well-being?
- What advantages and disadvantages will occur?
- Who is involved and who (why) is not?

In some cases, a short version including only the Why, How and Vision questions may also serve the purpose.

Before developing a Change Story, we recommend that you create a Stakeholder Portfolio (see Tool “Stakeholder Portfolio”), since you need to know who the story should address so that it can have the intended impact.

Duration 4 h workshop 1 h follow-up meeting	Participants project team, ideally not more than 6 people	Facilitation no special material needed
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Change Story | Process

Clarification of the audience 240 min (ideally in separate workshop or at least during first part of a workshop day) 	Collection of the elements 240 min 	Refined formulation and graphical optimization after the workshop 	Finalization 1 h follow-up meeting 
<p>Before formulating a Change Story, you should clarify the target audience of the Change Story. This is typically done by preparing a Stakeholder Portfolio. The Portfolio needs to be prepared in a prior workshop. If the Change Story workshop lasts the whole day, this preparatory work could also happen in the morning session.</p>	<p>During the workshop, answers to 6 key elements are collected:</p> <ol style="list-style-type: none">1. Why: Why do we need to change? Identify the need for change and the higher purpose2. Vision: What's our vision? What will the future look like? What will the benefits be?3. What: What will change? What will stay the same? Which strengths can we build upon? What does this mean for the most important stakeholders?4. How: What is the roadmap for the change? How do we get there?5. Who: How are different stakeholders involved in the transition? Who is shaping, participating and informed?6. Principles: What principles guide us through the transition? <p>The formulation of the elements can be done in the plenary session or by using other tools like Brainwalking (see Tool "Brainwalking").</p>	<p>After the answers to the key elements have been identified in the workshop, either a key member of the project team or the facilitator coordinates the textual and graphical optimization of the Change Story. Change Stories can be displayed as a video, on posters, with PowerPoint slides, in a Word document etc. The format depends on what the respective company prefers and how the Change Story will be used (e.g., broad communication, talking points for project team and leadership).</p>	<p>After the Change Story is verbally and graphically optimized, a follow-up meeting should be held with the whole team to finalize the story. In this meeting, the final draft should be adapted, and the appropriateness of the Story for the previously defined stakeholders should be tested. During this step, modifications of the Change Story are occasionally made to meet the requirements of all identified stakeholders.</p>

Change Story | **Template**

1 Why

2 Vision

3 What

4 How

5 Who

6 Principles