

Continuum of Change Facilitation Guide

Materials Needed:

- Continuum of Change Diagram handout (below)
- Wall size Continuum of Change Diagram
- Post-Its

Introduction

- This exercise is designed to help agencies think about where they are in the change process including stages of implementation of a change process.
- The continuum of change diagram assists in illustrating how the transformation process is experienced by staff, leadership and constituents and is likely to be aligned with stages of action and engagement as the agency builds capacity for social change work.

Exercise

- After introducing the exercise, hand out the Continuum of Change diagram to participants and give them a few minutes to read it over.
- Once they have had a chance to read the diagram and reflect, have them write their name on a post it and place the post it where they feel the agency falls along the wall size version of the Continuum
- Next, have the large group break into small groups for about 20 minutes and discuss the following:
 - Did you agree or disagree among your group about where the agency is in the change process?
 - What evidence of change have you seen in your agency that made you put yourself where you did on the chart?
 - Who's driving the change?
 - Who's engaged?
 - Who needs to be engaged?
 - Did anything surprise you?
- Reconvene the group and have participants share out about their small group discussions.
- Based on what is learned in the exercise staff can assess where change is occurring and who is driving the change in the agency. The exercise may identify where there are gaps in the change process and action steps to move the process forward.

CONTINUUM OF CHANGE

Stages of **Action**, **Engagement** & Transformation



	Pre-Contemplation	Decision to Act	Awareness	Analysis	Commitment to Change	Early Signs of Integration
ACTION	<p>External Pressures, "something's not right"</p> <p>Internal pressures that are triggered by external pressures</p> <p>External environment creating a situation and it's felt internally</p>	<p>Early awareness of a problem</p> <p>Not necessarily knowledge of what the problem is</p>	<p>Name the situation/problem</p> <p>Begin to develop a theory around the problem</p>	<p>Learning</p> <p>Exploring root causes of the problem</p> <p>Redefining problem</p>	<p>Assessment Plan</p> <p>Community Involvement</p> <p>Changes within on organization</p> <p>Assessing the agency's readiness. How should the agency respond? - CAPACITY</p> <p>Decide to do something different(ly) [Theory of Social Change]</p>	<p>Working across boundaries</p> <p>Possibly external support groups</p>
ENGAGEMENT		<p>At this point there is probably an internal champion in addition to agency leadership.</p>		<p>Could start with a small group (internal or external)</p>	<p>At this point there are more people involved, including residents Board, funder education</p> <p>More meaningful involvement/Some shared power in decision-making</p>	
TRANSFORMATION	<p>Possibly occurring at an individual level</p>		<p>Occurring at an individual level</p>		<p>Occurring at an individual level, and beginning to occur at an agency level</p>	<p>Occurring at both an individual and agency level</p>