

Vision for Change





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Overview

Your Vision for Change will help people understand:

- Why change is necessary
- What needs to change
- How the future will look
- This forms a key part of your approach to communications and engagement – it will be a message that you share with your employees and key stakeholders

Reasons for having a Vision for Change

There are lots of reasons why it's important to have a vision for change.

A Vision for Change provides everyone with:

- A common level of understanding of the problems and challenges
- Urgency and momentum for change
- Consistent language and messages
- A central point for communications and engagement activities
- An opportunity to look for potential solutions
- Clarity about the intent from the beginning, meaning that uncertainty and rumours will be reduced



How you can do this

Key things to think about when you're completing your Vision for Change.

- Consider the questions that are drafted on the following slides, to help you be clear on the Why, What and How
- Check the quality of what has been written to ensure the message is clear
- Aim to involve your project team and senior managers in constructing the Vision for Change to ensure ownership
- Are the key messages easy to remember and not full of jargon?
- Can you test the Vision for Change on a sample group of employees before wider issue?



Imperative for change (why?)

Key considerations.

- Provide a description of problems
- Set out the missed opportunities
- Outline a summary of what the outcome will be if we do nothing to address the issues



Future state/vision (what?)

Key considerations.

- What will the result of making this change be in financial terms / process results?
- How will the future feel / look?
- Are there behavioural changes, and can these be articulated clearly?



The solution (how?)

Key considerations.

- What are the technical components of the change/ the organisational structure?
- What are the new business processes/ job definitions /information flows
- What is NOT changing?
- Whilst the specifics may not be known, can you set out areas of focus?

Quality checklist

Checking the quality and clarity of the answers.

The Why

- Will people understand the need and urgency for change i.e. why the current state cannot continue?
- Will people find the imperative to change so uncomfortable that they'll want to move away from it?

The What

- Will people find the future state sufficiently motivating because it is stretching, yet realistic?

The How

- Do the various parts of the solution you described move us away from the current state?
- Do the various parts of the solution credibly match the aims of the future state?

Overall questions

These apply to each area of the Vision for Change.

- Given their knowledge of the business and our challenges, are the statements easy to understand (not all employees would receive the same detailed business updates as the project and leadership teams)?
- Can people understand what the statements mean to them and why they personally have to change?
- Can people share the statements with others i.e. they are not exclusive to them?
- Is the language simple enough and free of jargon – (e.g. would it make sense to someone from outside the area affected)?



Using the Vision for Change

Tips and links to other BCF phases.

- Your Vision for Change will become a central point for your communications and engagement activities
- Think about how you can share the Vision for Change in face-to-face sessions and with the help of local managers
- You should be able to use a lot of the information gathered in your Situation Analysis to provide the basis for this – the key thing to remember is that this message should be repeated as often as possible during your change
- This means that your Vision for Change is a live document and, as you discover new opportunities, you may want to update your Vision for Change