

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE



Social Movement Action Framework: Getting started with mobilized individual and collective action – A checklist for change agents

Without mobilized individual and collective action, there is no social movement. This makes it critical for change agents to have the know-how to get started.

We provide below the five key components of initiating mobilized individual and collective action, with examples of strategies to apply.

Five Key Components:



1. Apply grassroots, people-led pressure for change

- Host an open invitation roundtable meeting to anyone who supports the shared concern or strongly desired change. This will help you start generating ideas and building support and engagement.
- Define the shared purpose of the group through consensus. Once determined, spread the word to others to build a broader base of support.
- Commit to taking action early – even small steps – to build momentum. Be strategic about your timing for action – this can act as a catalyst for change and prompt pressure for a response.
- Embrace and value point-of-care peer champions as informal leaders to build and sustain leadership in the social movement.



2. Foster an attitude of “I/We can make a difference!”

- Recognize that agency – an attitude of “I/We can make a difference!” – is at the heart of all social movements.
- Agency requires individuals or groups to engage their autonomy, power and courage. Commit to finding opportunities for shared decision-making and taking action.
- Celebrate the achievement of small wins as an expression of individual and collective agency.



3. Promote active engagement

- Identify and prioritize what is most important to others so that individual and collective actions are meaningful and relevant.
 - Frame or position the shared concern or desired change to “connect hearts and minds”. This will raise the profile of the change, making it credible and meaningful.
 - Chart a course to monitor achievements or challenges.
 - Make sure the steps you take fit with your local culture.
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4. Support social ties among change agents and others

- Bring people together as frequently as possible – whether face-to-face or virtually – to build knowledge, supportive relationships and a shared purpose.
 - Recognize the power of an existing collective identity among groups. Harness this shared identity to support collective action where it aligns with the goals of the social movement.
 - Encourage change agents to act in unity and solidarity with one another and to be trustworthy to strengthen social ties.
 - Recognize the value of supportive allies and welcome them to join the social movement.
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5. Seek to secure the necessary resources

- Find other individuals, groups and networks whose goals align with yours to build a critical mass of supporters.
- Figure out what resources you will need to support the change. If funding is needed, seek organizational support – keep in mind the timing of your request and your organization’s annual budgets.

SOURCES: Arnold et al., 2018; Casas-Cortés et al., 2008; del Castillo et al., 2016; Elsey, 1998; Kapilashrami et al., 2016; Herechuk et al., 2010; Waring & Crompton, 2017.