

LEADING CHANGE TOOLKIT™

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



Social Movement Action Framework Worksheet: Framing: Applying the six key elements

This worksheet helps you and your change team to develop skills in framing a shared concern or strongly desired change by applying the six key elements of a frame (context, numbers, messenger, visuals, metaphors, and tone). Work together as a team to answer the following guiding questions.

Framing element	Questions for Consideration	Your Change Team's Response
Context – the 'What' and 'Why'	What is the shared concern or strongly desired change?	
	What is the root cause of the shared concern or desired change? How does it relate to current issues/trends/values?	
	What is the impact of the shared concern or desired change? (Tip: think broadly/far-reaching)	
	What is at stake if no action or change occurs?	
	What steps has staff taken previously to address the shared concern or desired change? What was effective and why?	
	What opportunities exist today to address the shared concern or the desired change?	
	What is the solution to the shared concern or desired change? What steps are needed? Who is responsible?	
Numbers – the data used to support the context	What data or other resources support the shared concern or desired change?	
	Which data support the context or narrative of the shared concern or desired change?	

	How should the data be interpreted and understood?	
	How can the data be used to support the narrative?	
Messenger	Who is the person (or people) who is/are knowledgeable, trustworthy and seen as credible among peers to be a spokesperson?	
	Who is the person who has the skills to effectively communicate the message?	
	Who is the person who has direct experience of the shared concern or desired change?	
	Who is the person who has no perceived or actual conflicts of interest or biases that can distract from the message? (Tip: Advocates can be spokespersons, but only if they are perceived to have an authentic vested interest in the shared cause).	
Visuals or images	What images can be used to reinforce the message? (Tip: Avoid stock images as they may promote stereotyping or distractions from the key concepts).	
	Are there images available that convey the shared concern or desired change, the optimism for the power of change, and the solution? (Tip: Consider the sequence of images to tell the story and emphasize cause and effect).	
	Is the layout considered? (Tip: Images in the center of a page emphasize importance).	
	Are there images available of leaders, icons, or cultural symbols? (Tip: Use images of these individuals attending an event for the change to signify its importance).	
	Are there images that convey the complexity or scope of the shared concern or desired change? (Tip: Avoid images of one person only as this may not align with the scope of the problem and may suggest the problem is limited or isolated to only a few people).	

Metaphors, analogies, or familiar theories	<p>In cases where the shared concern or desired change is new, complex, and/or abstract, is there a metaphor, analogy, or simple theory that will support understanding and reasoning? (Tip: Choose a metaphor carefully in terms of the audience and the broader context, such as patient safety. Be mindful of the meaning or interpretation of a metaphor and make sure they align with the message of the frame).</p>	
Tone – the style, manner, philosophy and mood	<p>Does the message have a non-partisan, impartial tone (i.e., the shared concern or desired change is explained, its root causes are highlighted and possible solutions are offered)? (Tip: Avoid politicizing shared concerns as people listen and respond differently when perspectives seek to divide a concern).</p>	
	<p>Does the message inadvertently suggest or communicate a political undertone? (Tip: Promote an attitude of ‘can-do’ and values of inclusivity and the greater good for all).</p>	

SOURCE: Adapted from Frameworks Institute. Framing Public Issues. 2005. Retrieved from [Framing Public Issues | FrameWorks Institute](#)