

Social Movement Action and Knowledge-to-Action Frameworks - A decision tool for change teams to guide the selection of a framework

Purpose: To help you and your change team choose either the Social Movement Action (SMA) Framework or the Knowledge-to-Action (KTA) Framework to get started on your change initiative.

The tool includes 11 guiding questions that highlight the differences and similarities between the SMA and KTA Frameworks. The questions are organized according to the categories of why, what, who, where, when and how. Answer the questions together as a team taking into consideration the many components of your change initiative. When done, review your responses and decide on a framework to get started.

Decision tool

WHY – Why is the framework being used? Does it support the purpose of your change initiative?

Guiding question	SMA Framework	KTA Framework	Which framework better suits your change team's needs?
Is the purpose of your change initiative to increase the uptake and sustainability of evidence?	<p>YES or MAYBE The purpose of the SMA Framework is to demonstrate how the application of social movement strategies and actions energizes teams bottom-up and accelerates change, in the context of the uptake and sustainability of knowledge.</p> <p>Look at the antecedents and defining characteristics and ask</p>	<p>YES The purpose of the KTA Framework is to advance the uptake and sustainability of knowledge through seven phases, as described in the action cycle. When used by health-care providers, policymakers, persons/patients and the general public, it supports knowledge translation – that is, the process of using knowledge to effect change.</p>	

	yourself: Do we have it at our workplace?		
Is staff intrinsically motivated for the change initiative?	YES Intrinsic motivation is central to social movements. Individuals are committed to a shared cause or concern because it aligns with their values and beliefs. This intrinsic motivation acts as a driver for staff to get involved, become change agents and take action. Ask yourself: Do some of the staff want to lead or learn to lead change? If yes, SMA can help you.	YES or NO The KTA Framework can be applied to staff that is intrinsically motivated by shared values, such as the need for evidence-informed care. Alternatively, extrinsic motivation (for example, external rewards or other incentives) may also be used effectively to support change initiatives and support staff participation. In other cases, a combination of both sources of motivation may be in place.	

WHAT – What are the characteristics of your change initiative?

Guiding question	SMA Framework	KTA Framework	Which framework better suits your change team's needs?
Are actions required to achieve the goal of knowledge uptake and sustainability?	YES Achieving knowledge uptake and sustainability requires action through grassroots or “bottom-up” individual and collective action. The development of collective identity and momentum are powerful SMA processes for propelling change faster and sustaining the change for the long run.	YES The KTA Framework includes an action cycle of seven phases that guides change teams through an interactive and flexible process of implementing a knowledge product. It acknowledges that knowledge alone does not lead to change but requires putting it into action.	
Is there an urgent need for your change initiative?	YES Social movements are driven by an urgent	YES or NO The identified problem acts as the driver for	

	<p>need, an opportunity for change and a readiness for action. The urgency for change reflects the credibility and importance of a shared concern or strong desire for change. Ask yourself: Do some of the staff feel an urgency to make change happen? If yes, SMA will help them.</p>	<p>change through the seven phases of the action cycle. It may or may not be seen as an urgent problem requiring immediate action. Nonetheless, the change is believed to lead to improved outcomes and the best possible care.</p>	
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WHO – Who are the people (for example, staff, leadership teams, networks, and stakeholders including patients/persons and their families) who will be part of your change initiative?

Guiding question	SMA Framework	KTA Framework	Which framework better suits your change team's needs?
Did your organization already decide that the change initiative will be led by the senior leadership team?	<p>NO The SMA Framework can't be applied to a change initiative that is top-down and led solely by formal leadership teams. As a people-led approach to change, staff must be able to lead the initiative with the support of their organization. As informal leaders, staff is invested and committed to the change.</p>	<p>MAYBE or YES The KTA Framework is flexible and can be led by a senior leadership team and/or by front-line staff. Similar to the SMA Framework, collaborative efforts strengthen moving the change initiative from the planning phase to implementation, evaluation, and eventually sustainability.</p>	
Are networks (informal or formal) of people available to support your change initiative?	<p>YES Networks are critical to social movements because they connect individuals and groups with a shared purpose. They offer a place to share knowledge and resources, build leadership capacity and reinforce a collective</p>	<p>YES or MAYBE As with the SMA framework, networks serve as channels to exchange knowledge and resources that can enhance implementation interventions. Their role however may be less central compared to SMA.</p>	

	identity to advance the change that endures.		
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WHERE – Where is the framework being applied in terms of the local context?

Guiding question	SMA Framework	KTA Framework	Which framework better suits your change team's needs?
Is your local context (that is, the environment where the change is occurring) conducive to staff leading the change initiative as informal leaders?	YES In the SMA Framework, the front-line staff is emergent informal leaders of the change with support from their organization. If the local context is not conducive to grassroots, people-led approaches to change, social movement actions will be less likely to be effective.	YES Staff may participate as either formal or informal leaders in a variety of roles including as influential peer champions or change agents who make sense of knowledge tools and their meaning. They may also be members of change teams.	

WHEN – When is the framework being used in the change initiative?

Guiding question	SMA Framework	KTA Framework	Which framework better suits your change team's needs?
Does the framework need to encompass all of the stages of a change initiative (that is, planning, implementation, evaluation and sustainability?)	MAYBE The SMA Framework is described in categories of preconditions, key characteristics and outcomes. The outcomes of a social movement can indicate the degree to which progress has been made toward a goal. The SMA framework assumes that both formal and informal leaders will engage in planning, implementing and evaluating the change – including staff,	YES The action cycles of the KTA Framework include phases focused on planning (identifying the problem, assessing the local context and assessing facilitators and barriers), selecting and tailoring implementation interventions, monitoring and evaluation, and sustainability. The relevant elements for each action phase are described. The framework encompasses a comprehensive approach to implementation projects.	

	managers and persons with lived experience.		
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HOW – How is the framework suited to the approach being taken for your change initiative?

Guiding question	SMA Framework	KTA Framework	Which framework better suits your change team’s needs?
Is a planned approach being taken for your change initiative?	YES Social movements develop organically in response to an urgent demand for change that is not optional. The process may initially appear to be spontaneous. However, to achieve a strategic and coordinated response – mobilized individual and collective action – thoughtful planning is required.	YES The KTA Framework is based on several planned action theories and can be applied to a structured approach to change and be used to track the progress of an implementation project.	
Is a structured framework needed to guide your change initiative?	MAYBE The nature of a social movement is organic and often develops bottom-up in a relatively unstructured way – particularly in its early days. When social movements continue and evolve, phases can emerge that are loosely defined with fluid endpoints that are reshaped by the change teams to continue powering change. The SMA Framework helps you accelerate progress and sustain change.	YES The KTA Framework includes action cycle phases that integrate planning, implementation, evaluation and sustainability. The framework may suit change teams who use traditional project management approaches to change.	
Is there an organizational desire to empower staff for the change	YES or MAYBE Social movements power people to become change agents well beyond the original	YES or MAYBE The KTA Framework supports well-organized change. Combined with the SMA Framework, the	

<p>and for future changes?</p>	<p>change initiative or project for which they enrolled. If the organizational end goal is to have an empowered staff, use the SMA Framework to learn to build bottom-up leadership for change.</p>	<p>results will be an engaged staff empowered by a strong capacity to follow an analytical process for change.</p>	
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