

LEADING CHANGE TOOLKIT™

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



Social Movement Action Framework: Creating powerful meaning through framing checklist

DO's:

- ✓ Have a clear vision and goals for your change initiative.
Know what you want to accomplish.
Believe in the vision and stakeholders' ability to achieve the goals, even if progress is slow or delayed.
- ✓ Be willing to tweak your frame as needed.
Recognize that the effectiveness of a frame is determined by your audience – that is, your stakeholders – and NOT by the change team.
- ✓ Integrate emotions to motivate actions.
- ✓ Recognize that values guide thinking and decision-making.
- ✓ Use framing to build a collective identity focused on a shared purpose, concern or goal and mobilize collective action for the change.
- ✓ Position the solutions as positive, emphasizing the benefits.
- ✓ Connect your change to other valued change initiatives, where relevant.
- ✓ Seek out supporters of your frame who are regarded and trusted by their peers to build the credibility of the message.

DON'Ts:

- ✗ Rely solely on evidence, data or problems to drive action or change.
- ✗ Depend exclusively on senior management as your messenger for changes happening at the front line.
The most effective messenger can be a peer who has a shared role, perspective and understanding, as their audience
- ✗ Focus on risks – although you can point out the risks of maintaining the status quo. Emphasize instead the benefits and gains that will result from the change.
- ✗ Develop frames that emphasize differences to polarize stakeholders – unless you need for other reasons to highlight differences.
- ✗ Focus your frame on a negative or a problem – this can be demotivating.

Phrases to help you get started:

- Let's make it happen!
- Join us now!
- Act now!
- We need your leadership!