Identifying change levers

Change needs to be actively embedded in your agency or department through multiple channels and methods to ensure it's in a format that is accessible to everyone. It's important to identify change levers early so that they can be incorporated into your planning.

How to do it

Particularly for large projects, you should consider what levers are best suited to support planning and deliver success. The range of actions depends on the complexity and degree of effort needed to embed the change. It is usual to focus on just a few change levers to ensure you are targeting your effort effectively. Consider the likely implications of your change and select the levers accordingly.

Change lever	Description
Leadership	
Leaders model and drive the change	If leaders are seen to expect change from their team, and model the change themselves, people are much more likely to embrace the change. **Instructions for helping leaders model and drive change** Read about defining leadership roles Read about equipping leaders to create and embed change
Change champion networks	Often change is embedded most effectively through a network of change champions who foster ownership of an initiative across a department or agency. This requires influential people at all levels who are able to communicate effectively, advocate for new opportunities and manage resistance.
Engagement and involvement	
Stakeholder engagement	Well-planned stakeholder engagement is a powerful change lever. Involving people in creating the change makes it much more likely to stick. **Instructions for stakeholder engagement** Read about managing your stakeholders
Communications	Well-designed communication is one lever to drive change. **Instructions to help with communications** Read about developing a communications plan

Change lever	Description
Engagement and involvement	
Culture change event sessions	As organisations undertake their change program, hundreds of ideas are identified, pursued and delivered. Some of these are particularly innovative and can be catalysts for others to apply them in their own areas. Those who achieve these great outcomes are often keen to share their ideas at culture change sessions which are also a way of rewarding change champions. A word of caution: these events are often viewed with scepticism because people have seen changes start with fanfare and then fade away quickly. Make sure that you follow culture change event sessions with other levers that show the change is here to stay.
Quick wins or pilots to demonstrate success	Quick wins or pilots are an ideal way to demonstrate the impact and potential successes of a proposed change. A small and carefully managed pilot also provides an opportunity to adapt and plan for wider roll-out.
Friendly competition	An element of competition can be very effective in helping people embrace change. Of course, this shouldn't come at the expense of a collaborative spirit. Competition may simply involve comparing two agencies or groups with the same challenge. It could be an organised completion related to the change such as rewarding a regional area that gets the most local community participation. Whatever the competition, it must be phrased positively and in a friendly spirit to get the best long-term results.
Local action planning	Local activities, planned and conducted by the change recipients can be a powerful change lever. **Instructions for local action planning** Read about engaging people at local levels
Learning and development	
Learning and development	Change often involves staff acquiring new skills and capabilities and this needs to be identified during the design phase of your project. Learning and development also plays an essential role in alleviating apprehension about the future and what their role will be. Carefully targeted training and coaching can be used as a mechanism to socialise the change as well as building practical capabilities. **Instructions for learning and development** Read about supporting team development

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Change lever	Description
Structural changes to embed the change	
Changes to rewards and incentives	Rewards and incentives are a very powerful change lever and these can be both formal and informal. Make sure they are aligned to your overall department or agency and individual KPIs and performance management approach.
Changes to structures or job roles	For some changes structural and job title adjustments are a powerful change lever. For example, if the change is designed to make a team more client-centric, creating a senior role of client advocate or changing team structures to be more aligned to customer needs will send a powerful signal that the change is here to stay. Contact your Human Resources team early to ensure you are complying with Enterprise Agreements.
Changes to systems, processes and policies	Systems, processes and policies need adapting for the change to be integrated with day-to-day operations. Review what elements of your agency or department need to be adjusted to meet the targets and goals set out in your project.
Changes to symbols	Making symbolic changes can signal that things will be different, and better, with the change. This may include moving people to different workspaces, adding new posters, changing screen savers etc. This provides visual cues that something has changed.

Once you have selected the most appropriate actions build a detailed plan. Use the action plan template provided and update your change plan with higher level actions and milestones.

Templates to help with identifying change levers
Action plan for local engagement
Change plan

Success measures

You can use change readiness measures with groups educated and trained in change management to assess their enthusiasm to engage in change initiatives. The feedback helps identify areas that require the most attention. Success measures include:

- **Staff engagement –** survey staff to gauge their level of interest.
- **Project outcomes –** delivery of outcomes as a result of successfully completing projects and activities.
- **Ideas program –** new and innovative ideas identified and actioned that will deliver positive outcomes and improvements.
- **Performance –** increased performance such as client satisfaction, reduced cost to deliver outcomes and reduced levels of operational risk as a result of implementing initiatives.

These measures are often presented in the form of a dashboard or scorecard on change improvements.