A Change-Maker’s Workbook

Created for the first Collaborative Workshop on Institutional Change at Stanford

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Power map on p. 4 adapted from resources found at www.wellstone.org
What is your vision for change?

Which broad topic are you working on?

___ Introduce a new course requirement for freshman
___ Achieve gender parity on the Stanford faculty by 2025
___ Create a new focused dorm or residence
___ Help a department develop a more inclusive culture

Now describe the specific change you want to see happen. Paint a picture and be as concrete as possible. For example, if you’re trying to start a new required course for freshman, what is the title? How many students would it reach? When is offered? Who is teaching it?

Why is it important?

This may seem obvious, but take the time to articulate the reason(s) in a succinct and persuasive way. Remember: you may have to frame the issues differently for different audiences. Draft a few versions below that are intended for different stakeholders.

Why is this important to you?

Other audiences?
**Stakeholder Brainstorm**

Generate as many different stakeholders as you can - at least 10. Include groups, specific individuals, or whoever comes to mind.

Write each one on a separate small post-it.

10 minutes
Create a Power Map

Transfer the post-its from the previous page to organize your stakeholders on this framework. Whenever you have to make an educated guess, put a ?? on that post-it.

The x-axis represents the stakeholder’s position or perspective on your agenda.

The y-axis shows their amount of power relative to your goal.

Decisive influence or power
Active participant in decision
Important influencer
Potential influencer
Taken into account
Barely on the radar

10 minutes
**Initial Actions**

Choose three stakeholders from the previous page: each from a different quadrant.

Draft a list of sequential actions you could take to move them into alignment with your vision.

Each action could be intended to influence beliefs, tap into their motivations, goals, or incentives, advance a formal process, gain understanding, or a different objective.

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1. 
2. 
3. 

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alignment! 
alignment!
Test your plan!

Share the key elements of your vision and initial actions with a team of coaches.

Designate at least one member of your team to record their feedback on this page:
Reflect

Use this framework to distill the feedback.

What worked?

What didn’t?

New questions?

New ideas?
Iterate and draft a “how to get started” process map

Using the insights you gained from the coaches’ feedback, lay out the key steps you’d take in the next 3 months to launch your campaign and start to advance toward your goals and agenda.

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<th>Month 3</th>
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10 minutes
Test your process map!
Find a new team of coaches and get feedback on the 3-month plan.

15 minutes
“Life is very short and what we have to do must be done in the now.”
- Audre Lorde

“Not everything that is faced can be changed, but nothing can be changed until it is faced.”
- James Baldwin