

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?

5 minutes

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?

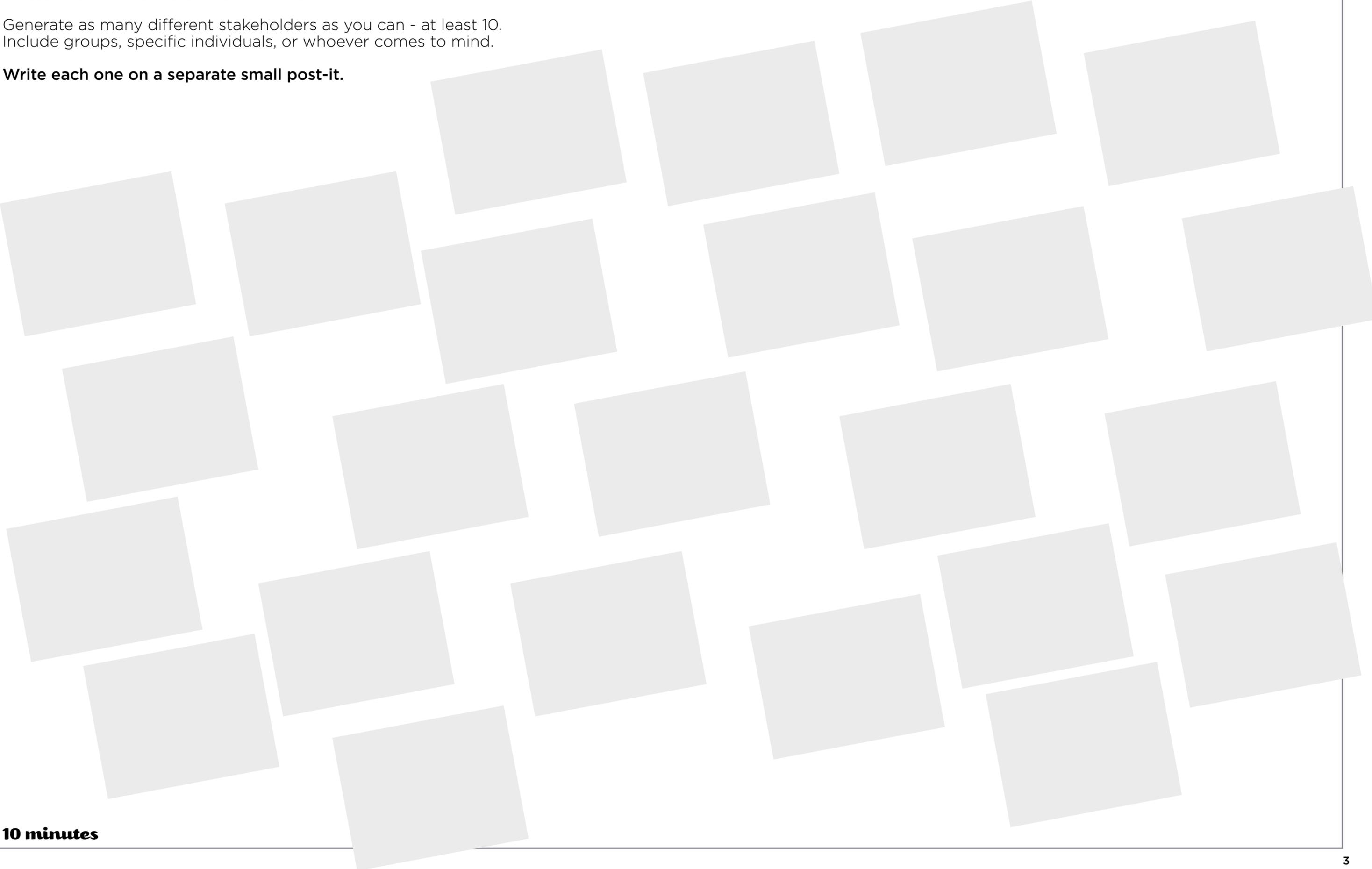
Other audiences?

5 minutes

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.



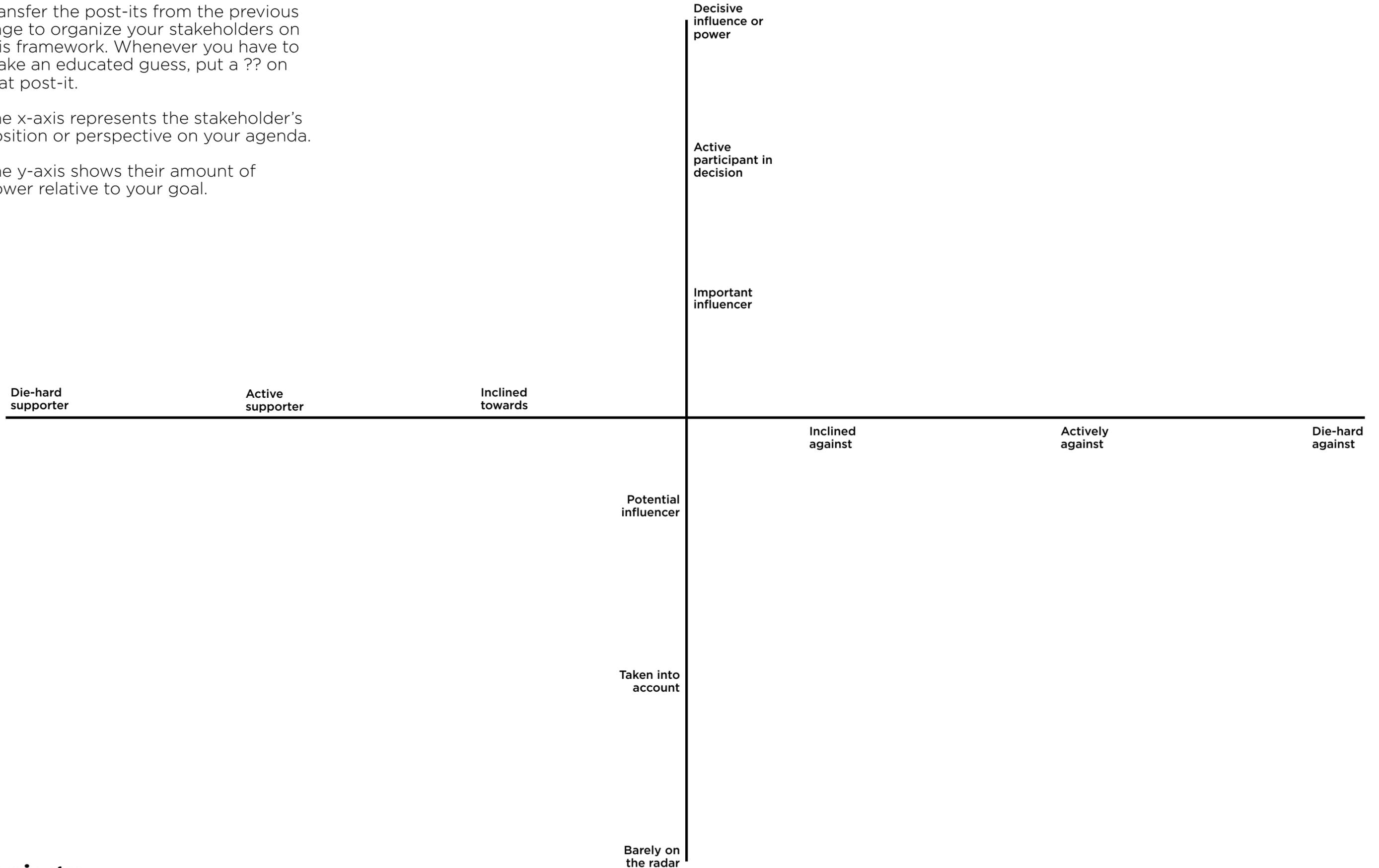
10 minutes

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.



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.





alignment!



alignment!

10 minutes

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:

10 minutes

Reflect

Use this framework to distill the feedback.



10 minutes

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.

Month 1	Month 2	Month 3

10 minutes

Test your process map!

Find a new team of coaches and get feedback on the 3-month plan.

15 minutes

Notes

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

- James Baldwin

“Life is very short and what we have to do must be done in the now.”

- Audre Lorde