

*Leading Self & Others  
Motivation & Leadership*

*Leading change effectively through the lens of the  
Theory of Change  
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**CAMBRIDGE  
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## Leading change effectively

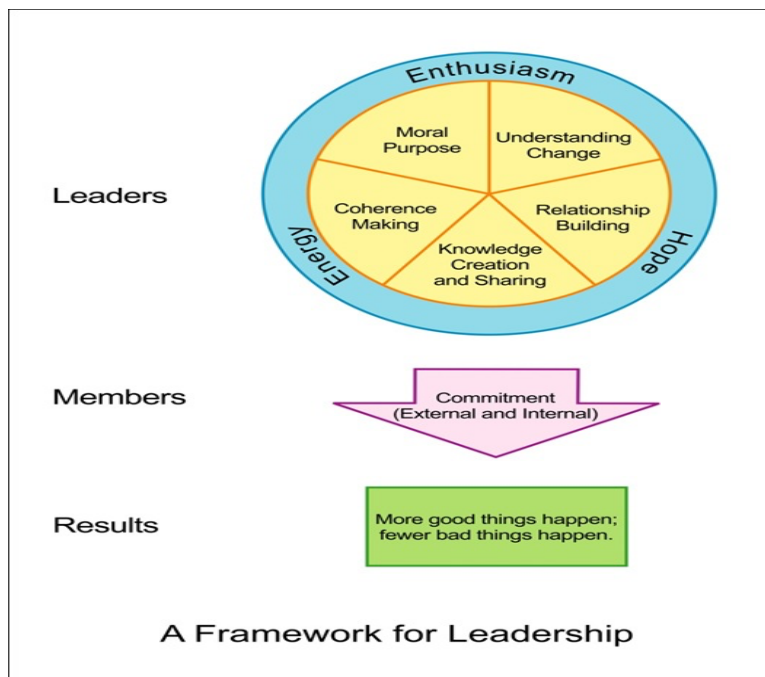
“Change is the only constant” said the Greek philosopher Heraclitus. Large scale sustainable change needs strong—emotionally intelligent—leadership to succeed. In a world where things are constantly changing, good leadership requires the understanding and exploration of the concept of change and best way to lead through the process while keeping firm organizational structures in place.

There are several models for leading change, that give us a lens through which we can see our personal situation in a new light. They help us to develop our mental map of the world—whether that concerns a situation, project team or organisation—and create options for dealing with those difficult circumstances we inevitably encounter in our daily lives. Common themes from each model are

- Self-awareness (the importance of knowing one's strengths, weaknesses, drives, values, and impact on others)
- Self-management or self-regulations (controlling or redirecting disruptive impulses and moods)
- Social awareness (the importance of building rapport with others to move them in the right direction, understanding people's motives)
- Relationship management

Those who are aware of their emotional make-up, are sensitive and inspiring to others, and can deal with day-to-day problems without getting distracted from the change they are about to encounter.

The Frame of Leadership was designed by Michael Fullen, Canadian educational researcher and formal dean of the Ontario Institute for Studies in Education, University of Toronto.



It consists of three personality characteristics—*energy, enthusiasm, and hope*—plus five core components of leadership

Moral purpose – making a positive difference

Understanding change – dealing with resistance; transforming organisational culture

Relationship building – improving relationships yields improved results

Knowledge creation and sharing – embodying the learning organisation

Coherence making – balancing creativity with common sense

Fullan argues that real change is messy and the presence of the five themes plus commitment are important to successfully lead change in an organization and to create impact.

## Theory of Change

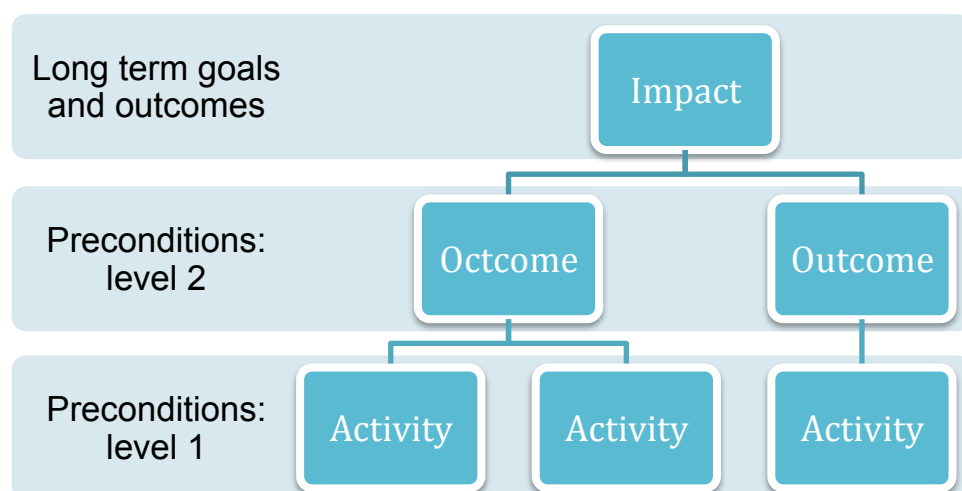
“Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or “filling in” what has been described as the “missing middle” between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved.”

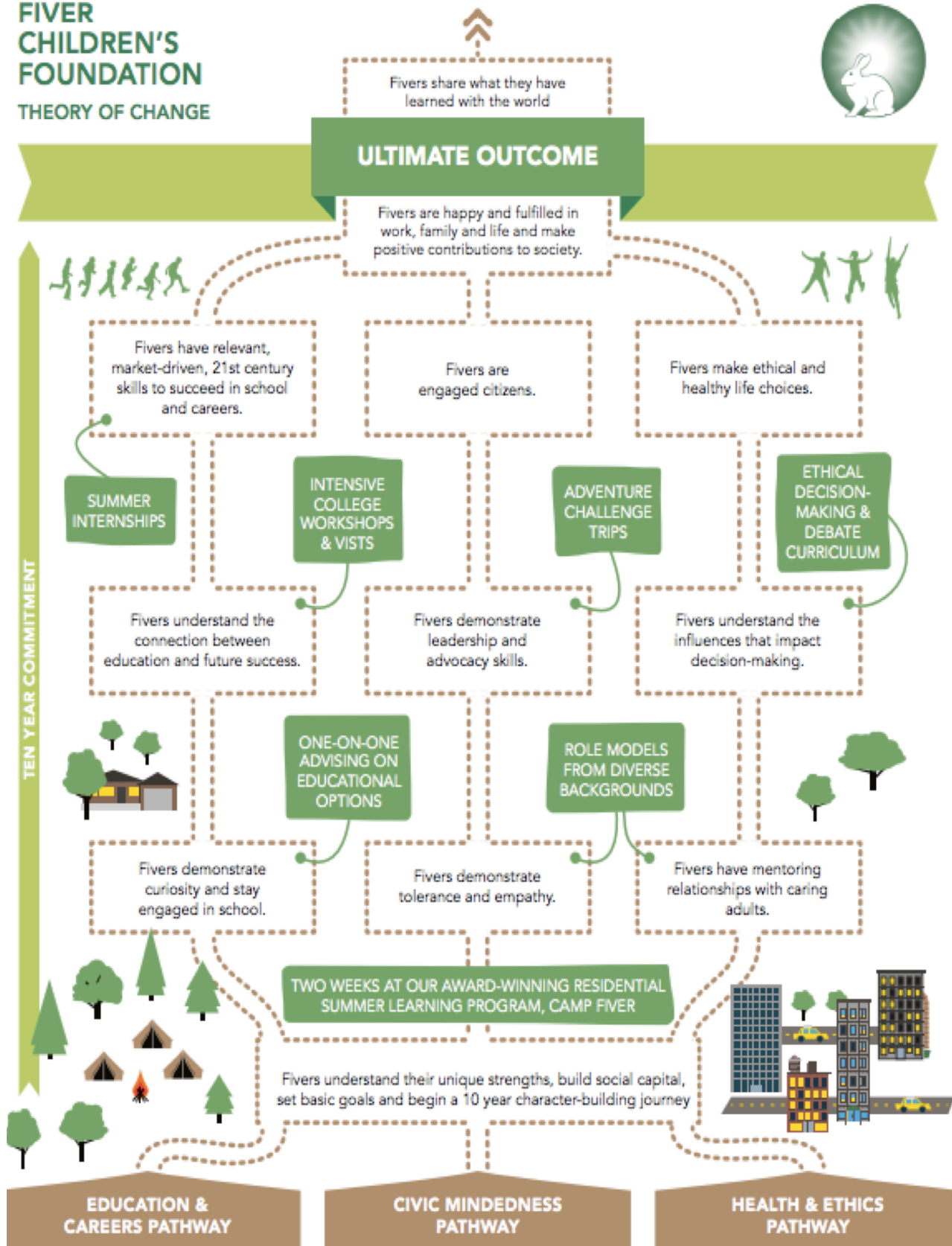
The Outcomes Framework then provides the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goal.

Through this approach the precise link between activities and the achievement of the long-term goals are more fully understood.

This leads to better planning, in that activities are linked to a detailed understanding of how change actually happens. It also leads to better evaluation, as it is possible to measure progress towards the achievement of longer-term goals that goes beyond the identification of programme outputs.

The Theory of Change helps you and your team assess why you are doing what you are doing. It helps you to think about change in the world and then which of your activities are going to make that happen.





Theory of Change maps out your initiative through 6 stages:

1. Identifying long-term goals
2. Backwards mapping and connecting the preconditions or requirements necessary to achieve that goal and explaining why these preconditions are necessary and sufficient.
3. Identifying your basic assumptions about the context.
4. Identifying the interventions that your initiative will perform to create your desired change.
5. Developing indicators to measure your outcomes to assess the performance of your initiative.
6. Writing a narrative to explain the logic of your initiative.

There are typically three important types of assumptions to consider: (a) assertions about the connections between long term, intermediate and early outcomes on the map; (b) substantiation for the claim that all of the important preconditions for success have been identified; and (c) justifications supporting the links between program activities and the outcomes they are expected to produce. A fourth type of assumption which outlines the contextual or environmental factors that will support or hinder progress toward the realization of outcomes in the pathway of change is often an additional important factor in illustrating the complete theory of change.

When to use this model?

- It locates a programme, project or venture within a wider analysis of how change comes about.
- It draws on external learning
- It articulates organisations' understanding of change – but also challenges them to explore it further.
- It acknowledges the complexity of change: the wider systems and actors that influence it
- It is often presented in diagrammatic form with an accompanying narrative summary

References:

1. Theory of Change
2. ActKnowledge
3. Comic Relief (review report on the CIGL online platform)
4. Change Leader: Learning to Do What Matters Most by Michael Fullan (2011)