



The ChangeWell Leader Toolkit

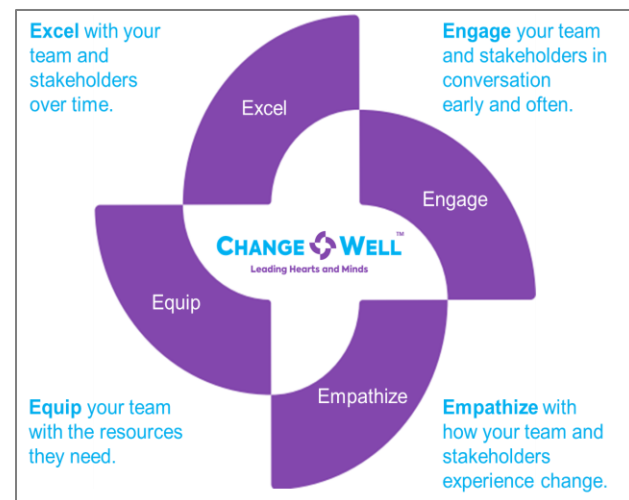


Introduction to the ChangeWell Model

Change is constant in today's dynamic work environment. As leaders, it's essential to guide your team and stakeholders through transitions with clarity, empathy, and purpose. The ChangeWell Model empowers leaders to approach change thoughtfully and strategically by focusing on four key elements: **Engage, Empathize, Equip, and Excel.**

Purpose of the ChangeWell Toolkit

This toolkit is designed to be your practical, go-to guide for applying the ChangeWell model in real-world scenarios. Whether you are supporting your team through an organizational transformation, or leading changes in your department, this toolkit will help you effectively support your team throughout the change process.



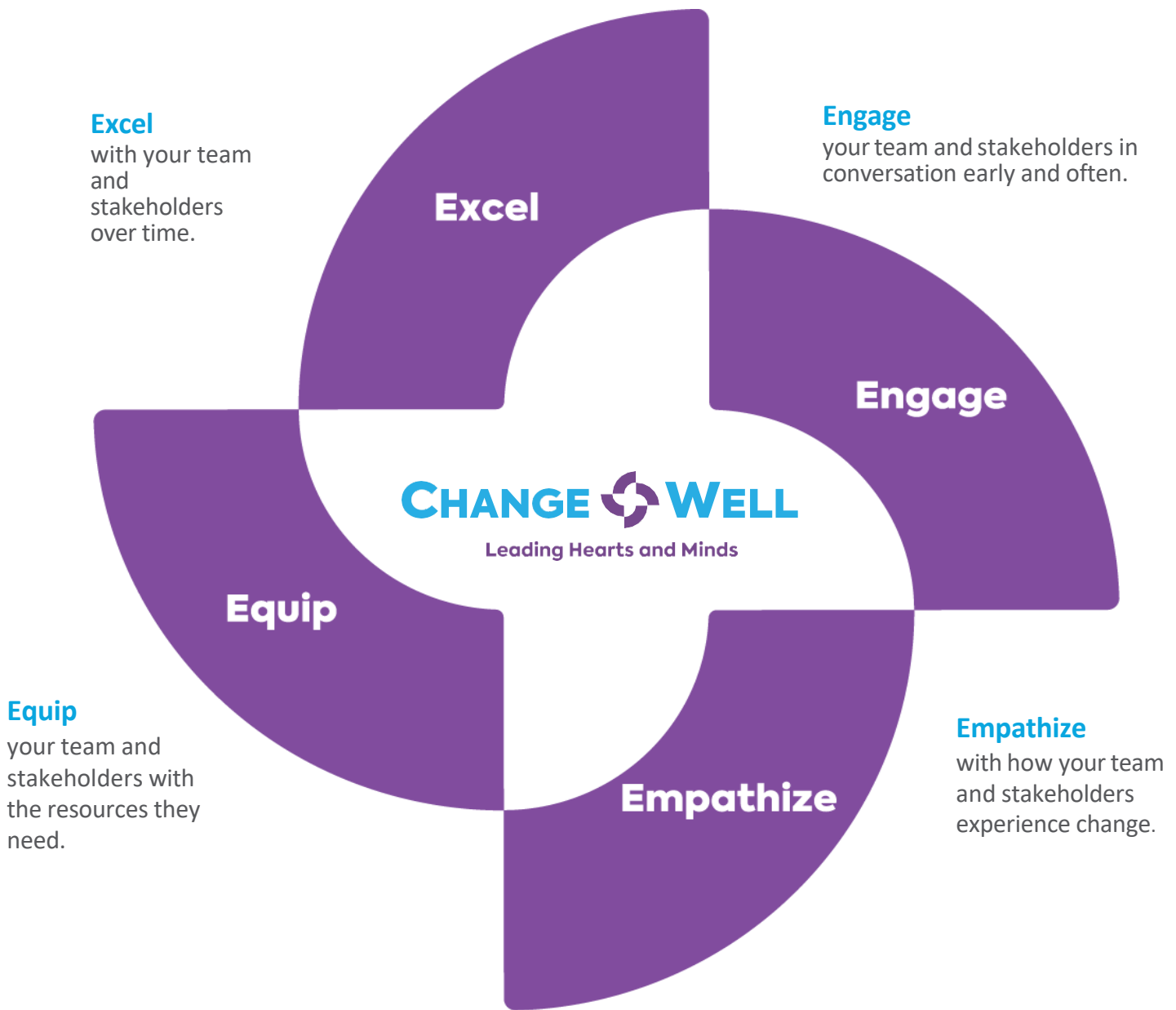
The ChangeWell Toolkit offers:

- **Clear, Actionable Steps:** Understand and apply each of the four E's to lead change successfully
- **Best Practices and Tips:** Learn proven strategies to maximize impact and minimize resistance
- **Checklists for Success:** Track your progress and ensure that you've addressed each critical component
- **Reflective Prompts:** Consider how each element can be tailored to your unique leadership context

CHANGE LEADERSHIP TOOLKIT

Apply the ChangeWell Tools to a Relevant Change Being Implemented

Create the conditions for your team to succeed in change at Wellstar.



CHANGE LEADERSHIP TOOLKIT

The Leader Change Health Checklist

CONSULT THIS CHECKLIST AS YOU DEVELOP YOUR PLAN.

To lead the people side of change effectively:

Engage

your team and stakeholders in conversation early and often.

- Co-create the change when possible.
- Share what the change is and why it is happening.
- Have a two-way conversation about what they will do that is different.

Empathize

with how your team experiences change.

- Ask how the change makes your team members feel.
- Ask your team members if they feel seen and heard.
- Share what you can and can't do to support them along the way.

Equip

your team with the resources they need.

- Ask your team members what is going well and what can be improved.
- Ask your leader for more support when needed.
- Give your team members what you can to make the change happen.

Excel

with your team over time.

- Model the new way of working.
- Find ways to make the change stick.
- Celebrate team member successes.

CHANGE LEADERSHIP TOOLKIT

The Executive Change Health Checklist

CONSULT THIS CHECKLIST AS YOU DEVELOP YOUR PLAN.

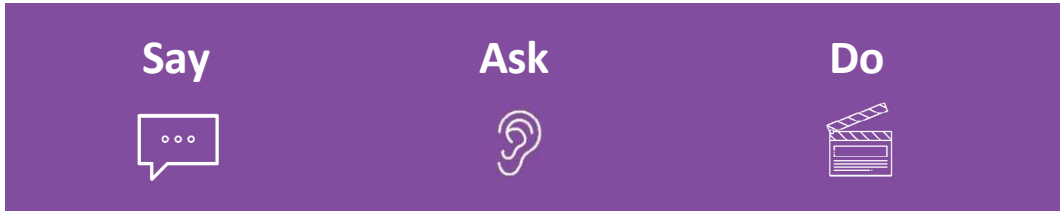
To lead the people side of change effectively:

- | | |
|--|---|
| <p>Engage your team and stakeholders in conversation early and often.</p> | <ul style="list-style-type: none"> <input type="checkbox"/> Draw upon the network to create the change vision, strategy, and momentum together. <input type="checkbox"/> Ask the network who the change will impact and how, throughout the organization. <input type="checkbox"/> Mobilize the network to have ongoing conversations about why the change is important. <input type="checkbox"/> Leverage the network to build and sustain a coalition of early adopters and change advocates. |
| <p>Empathize with how your team and stakeholders experience change.</p> | <ul style="list-style-type: none"> <input type="checkbox"/> Assess leaders' understanding of the change and adapt communications to clarify expectations. <input type="checkbox"/> Continually ask for leader and team member feedback on the change experience. <input type="checkbox"/> Facilitate conversations among senior leaders to identify ways to mitigate the pains of the change. <input type="checkbox"/> Acknowledge feedback by sharing what you can and can't do to support people. |
| <p>Equip your team and stakeholders with the resources they need.</p> | <ul style="list-style-type: none"> <input type="checkbox"/> Ensure that your team and network of change leaders know what their roles are in the change. <input type="checkbox"/> Seek input from your network of change leaders on barriers to change and find ways to remove them. <input type="checkbox"/> Provide resources, training, and support to enable people to make the change happen. <input type="checkbox"/> Ensure that existing systems and processes are not undermining change adoption. |
| <p>Excel with your team and stakeholders over time.</p> | <ul style="list-style-type: none"> <input type="checkbox"/> Recognize leaders and teams who model the new way of working. <input type="checkbox"/> Facilitate ongoing conversations between your team and network of change leaders. <input type="checkbox"/> Celebrate successes in change adoption early and often throughout the change. <input type="checkbox"/> Be a committed partner to your network of change leaders throughout the entire change cycle. |

CHANGE LEADERSHIP TOOLKIT

The ChangeWell Plan Template

Use this template to develop an effective and comprehensive change leadership plan.



	Say	Ask	Do
<p>ENGAGE your team and stakeholders early and often</p>			
<p>EMPATHIZE with how your team and stakeholders experience change</p>			
<p>EQUIP your team and stakeholders with the resources they need.</p>			
<p>EXCEL with your team and stakeholders over time.</p>			



For whom are you writing a Plan-on-a-Page?

Please answer the following questions before filling out your Plan-on-a-Page.

1 Who are you talking to?

2 What's important to the people you're talking to?

3 What interests, questions or concerns are they likely to have?

4 How will their job be impacted? What are the benefits to them?

ENGAGE

your team and stakeholders in conversation early and often.

You'll know you're done when you have:

- Co-created the change when possible.
- Shared what the change is and why it is happening.
- Had a two-way conversation about what they will do that is different.



What will you say?



STEP 1

What will you ask?



STEP 2

What will you do?



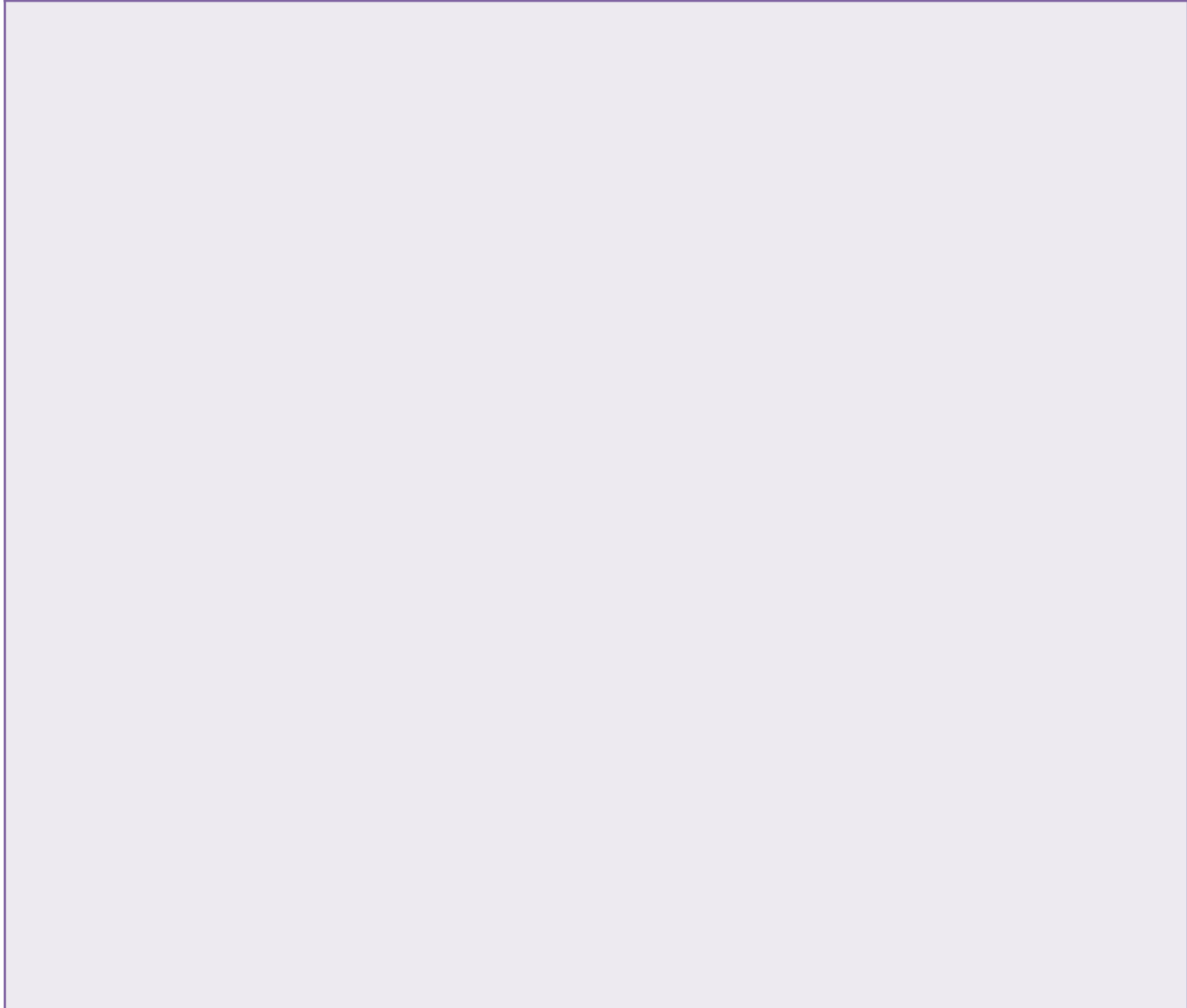
STEP 3

ENGAGE

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EMPATHIZE

with how your team and stakeholders experiences change.

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- Asked if they feel seen and heard.
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What will you say?



STEP 1

What will you ask?



STEP 2

What will you do?



STEP 3

Empty box for Step 1 notes.

Empty box for Step 2 notes.

Empty box for Step 3 notes.

EMPATHIZE

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EQUIP

your team and stakeholders with the resources they need.

You'll know you're done when you have:

- Asked them what is going well and what can be improved.
- Asked your leader for more support when needed.
- Given them what you can to make the change happen.



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STEP 1

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STEP 2

What will you do?



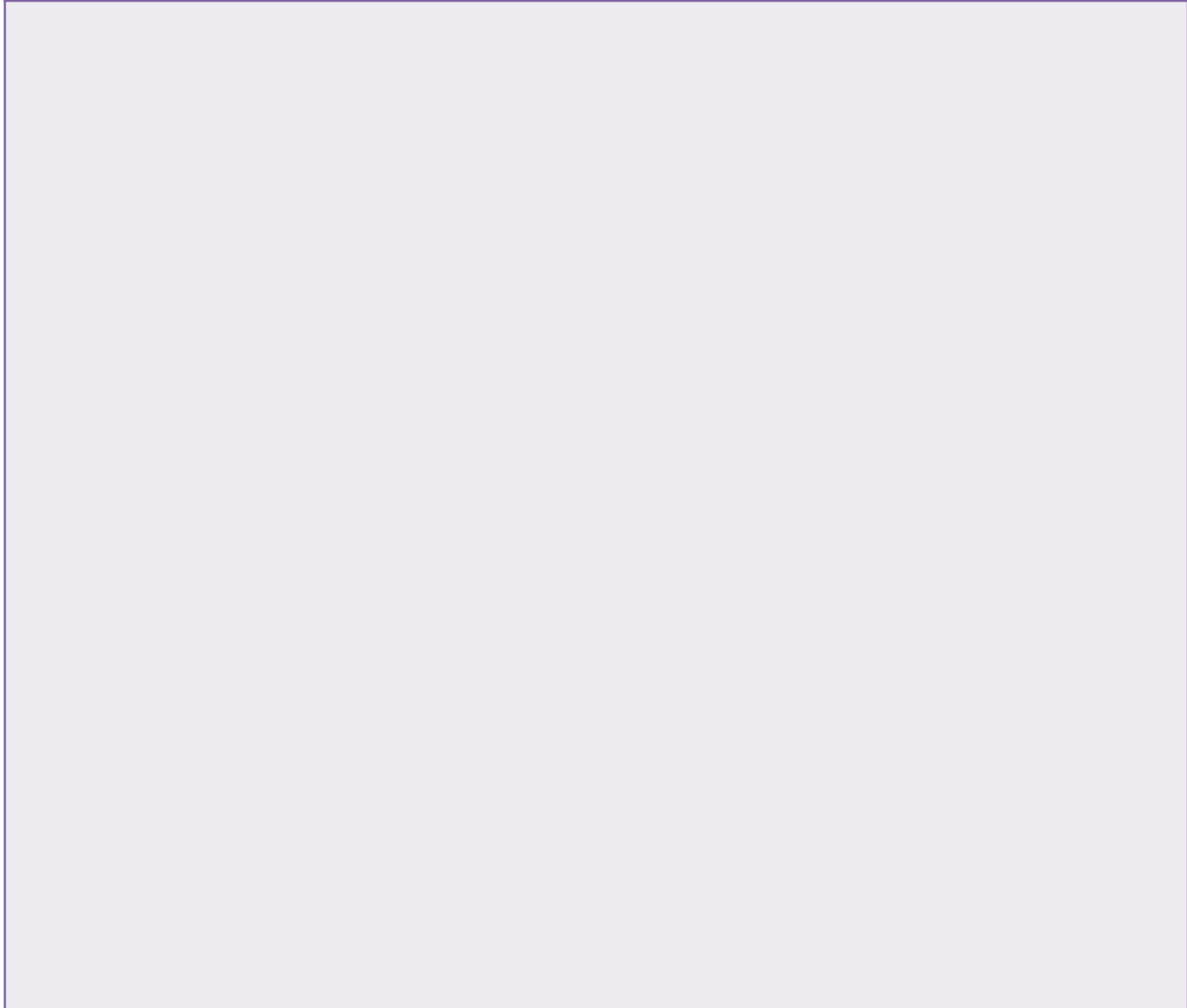
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EXCEL

with your team and stakeholders over time.

You'll know you're done when you have:

- Modeled the new way of working.
- Found ways to make the change stick.
- Celebrated their successes.



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STEP 1

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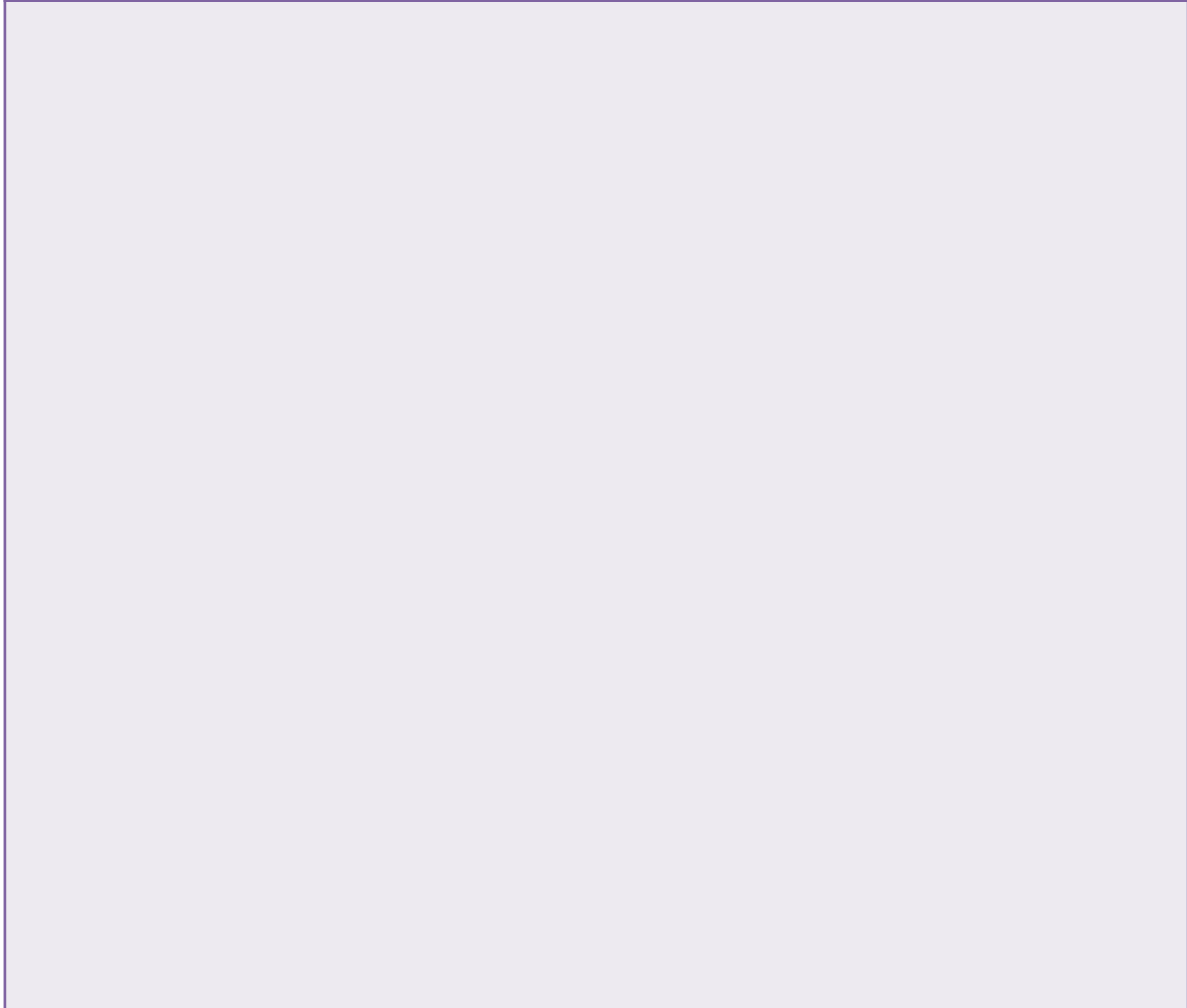
STEP 3

EXCEL

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Additional Resources



A Deeper Dive into The ChangeWell Framework

The ChangeWell Model is built around four core elements that guide leaders through effective change management: Engage, Empathize, Equip, and Excel. Each element addresses a critical aspect of leading change, helping you build trust, foster collaboration, and sustain positive outcomes.

The toolkit is structured around the four core elements of the ChangeWell Model:

1. **Engage** your team and stakeholders early and often in conversation
2. **Empathize** with how your team and stakeholders experience change
3. **Equip** your team and stakeholders with the resources they need
4. **Excel** with your team and stakeholders over time

Each section includes a detailed breakdown of the:

- element (4Es)
- practical steps to implement it
- tips for best practices
- checklist to track your progress.

Use the toolkit as a standalone resource to guide your change management efforts, or as a companion to your existing leadership practices.

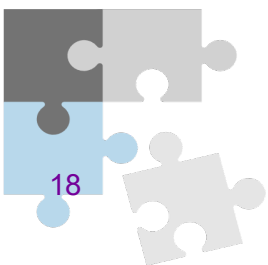
Engage Your Team and Stakeholders

Practical Steps:

- **Identify Stakeholders:** Make a list of all individuals and groups affected by the change.
- **Initiate Conversations:** Hold kickoff meetings and open forums to share the vision and gather input
- **Foster Two-Way Communication:** Actively listen and encourage feedback throughout the process.
- **Maintain Ongoing Engagement:** Schedule regular updates and check-ins to keep everyone informed and involved.

Tips and Best Practices

- ✓ Use inclusive language and invite input from all levels of the organization.
- ✓ Practice active listening to demonstrate that feedback is valued and considered.
- ✓ Adapt your communication style to suit different audiences.



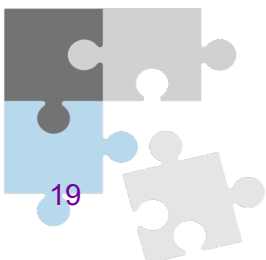
Empathize with Your Team and Stakeholders

Practical Steps:

- **Acknowledge Emotions:** Recognize that change can be stressful and validate feelings of uncertainty or resistance.
- **Listen Actively:** Create space for open dialogue where individuals can share their perspectives and concerns.
- **Demonstrate Understanding:** Reflect on what you've heard and express genuine care for people's experiences
- **Provide Support:** Offer resources or guidance to help individuals navigate emotional and practical challenges.

Tips and Best Practices

- ✓ Use phrases like “I hear you” and “I understand that this may feel overwhelming.”
- ✓ Incorporate team check-ins to gauge emotional well-being and morale.
- ✓ Be transparent about challenges while expressing confidence in the team's ability to adapt.



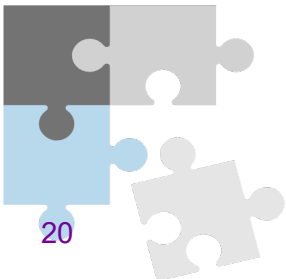
Equip Your Team and Stakeholders

Practical Steps:

- **Assess Needs:** Identify what skills, tools, or knowledge gaps may hinder progress.
 - **Provide Training:** Offer workshops, tutorials, or coaching to build competence
 - **Share Resources:** Make relevant guides, templates, and toolkits easily accessible
 - **Follow Up:** Check in regularly to ensure resources are being used effectively and to address any gaps.
-

Tips and Best Practices

- ✓ Use a blended learning approach (e.g., in-person training, digital resources).
- ✓ Set up a “resource hub” where materials are easy to find.
- ✓ Encourage team members to share tools or techniques that have worked well for them



Excel with Your Team and Stakeholders

Practical Steps:

- **Celebrate Milestones:** Acknowledge successes, both big and small to build morale and motivation
- **Monitor Progress:** Regularly track how well changes are being maintained and identify any emerging challenges
- **Encourage Continuous Learning:** Keep fostering development through workshops, reflection sessions, or peer learning.
- **Adapt and Improve:** Stay agile and be willing to make adjustments as new needs arise.

Tips and Best Practices

- ✓ Recognize and reward efforts to maintain positive change
- ✓ Schedule periodic reflections to assess progress and recalibrate as needed.
- ✓ Keep communication channels open to encourage ongoing feedback.

