

Change Management Process



What is Change Management?

The change and implementation process (change management) is the Child Welfare Capacity Building Collaborative's framework for driving change. It is a structured **CQI process** that includes empirically supported concrete steps to move through a 5-phase process from identification of a need through implementation and evaluation of programs.

Change management is a cyclical process that may begin in multiple phases. An ideal process begins with identifying a need, then moves to development of a theory of change before selecting or designing an intervention. From there, the process moves into piloting a change and evaluating the changes so that data-driven decisions can be made regarding whether the program should be expanded, modified, or discarded. The graphic below illustrates the 5 phases of the change management process.



Phases, Steps, and Milestones (Oh My!)

The Change Management Process begins with broad generalizations of the **phase** of the work, but includes more specific, concrete **steps** and **milestones** as you delve deeper into understanding where your work is.

Phases - Broad phases of the work. This helps you conceptualize generally where you are in the process.

Steps - More specific steps in the process. Once a phase is identified, the steps help you work through the phase in a meaningful way.

Milestones - Tasks to complete within each step to move the work forward. Not every milestone is necessary to move forward, but this provides structured guidance around tasks you may need to move forward.

Phases (5) and Steps (12)

The Change Management Process has five primary phases of the work and within those 5 phases, 12 concrete steps to think about when moving your project forward. The table below illustrates the 5 phases and 12 steps of the process. *Note: Each step has multiple milestones. These are reported within the specific Change Management Process Quick Sheets for that phase.*

Phase I Identify and Assess Needs or Opportunities	Step 1 Identify a need or opportunity to be addressed
	Step 2 Form teams to guide the change process
	Step 3 Gather data and explore the problem in depth
Phase II Develop a Theory of Change	Step 4 Develop a theory to address the causes of the need or opportunity
Phase III Select and Adapt/Design Intervention	Step 5 Identify, research, and select from possible interventions
	Step 6 Adapt existing interventions or design new ones
Phase IV Plan, Prepare, & Implement	Step 7 Assess readiness and plan for implementation of the Intervention(s)
	Step 8 Build capacity to support implementation
	Step 9 Pilot and/or stage implementation of the intervention(s)
Phase V Evaluate and Apply Findings	Step 10 Collect and use data to adjust the intervention and/or implementation strategies
	Step 11 Evaluate to measure implementation quality and short and long-term outcomes
	Step 12 Make decisions to further spread, adjust, or discontinue the intervention

Using the CQI Quick Sheet Series on Change Management

A series of *CQI Change Management Quick Sheets* have been created to provide basic information and resources on each step of the change management process. This process can be complex. Court Improvement Programs or other entities may be starting at any point in the process and may require guidance on both successfully addressing prior steps or moving the work forward. The Change Management Process Quick Sheet series is meant to provide an overview of the phases and concrete steps with milestones (tasks) within each phase to help you successfully integrate a change management framework into all your projects. These can serve as checklists to ensure you have completed all necessary components to move forward.

Tip: The Capacity Building Center for Courts can provide additional resources.

CQI Quick Sheet: Change Management Process