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# Leading Change Toolkit



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# INTRODUCTION

A national One Health platform must serve as a neutral, trusted, effective, and efficient mobilizer for all the platform's sectors and stakeholders. The platform members, therefore, require the necessary knowledge, skills, and attitudes to lead this change in the culture and general operating norms of individual ministries and partners. Specialized training for the staff of the platform can support the development and strengthening of this skill set. The purpose of the Leading Change activity is to foster those skills in individual members of the platform and to document an agreed upon change plan to work on after the workshop.

The main component of the Leading Change activity is a three-day workshop that aims to strengthen the skills of One Health platform members so they can build a collaborative culture across One Health agencies where stakeholders share responsibility for greater effectiveness in the prevention, detection, and response to outbreaks. The curriculum follows experiential learning principles and encourages participants to work with, and share, real-life experiences. A variety of approaches are employed, such as small group activities and discussions, short presentations, case studies, individual reflective exercises, role playing, and team activities. The overarching framework for the workshop is [John Kotter's Eight Steps to Leading Change](#). The skills that members need to execute the platform's mandate are explored within the context of three key areas:

creating a climate for change, engaging and enabling others, and implementing and sustaining change. An outcome of the workshop will be a Change Plan that participants can use to document and support agreed upon actions for change and to monitor and evaluate the progress of those changes.

## LEADING CHANGE ACTIVITY OBJECTIVES

- Create the space for interactive learning of skills critical for the platform to fulfill its mandate
- Establish a positive and inclusive team culture and norms for leading change in the implementation of a One Health approach
- Support the identification of activities to implement the One Health strategy
- Provide an opportunity for the platform to enhance team cohesion

# STEP-BY-STEP PROCESS

The step-by-step process below describes the steps required to organize, facilitate, and document the Leading Change activity. A list of the tools associated with this toolkit are presented in the text box.

## STEP I: CUSTOMIZING THE WORKSHOP

The tools are designed to be adaptable to different country contexts. To determine what adaptations are necessary, the priority is for one or more representatives from the National One Health Platform (NOHP) to meet with government counterparts to understand the overall state of development of the platform. The NOHP representative should be familiar with the country's One Health guiding documents including the platform organizational structure and terms of reference and One Health Strategic Plan where available.

## LEADING CHANGE TOOLS

This toolkit contains the following templates, which can be adapted for each country's specific context:

- Facilitator SOW
- Facilitator's Guide\*
- Participants' Guide\*
- PowerPoint Presentation\*
- Workshop Evaluation Form\*

\* items available in English and French



After this background research, the NOHP representative should conduct meetings with government counterparts to more clearly define the workshop scope, potential dates and location, and initial participant list. In developing the participant list, consider a mix of senior and junior representatives from different platform member organizations or One Health sectors. Depending on the country context and number of workshop participants, more than one facilitator may be needed to conduct the workshop. Based on these discussions, the NOHP representative and facilitator should review and modify the Leading Change Facilitator's and Participants' Guides to ensure the workshop will meet the country's particular needs and goals.

## ▶ GENDER CONSIDERATIONS

- How are we ensuring that there is gender equity in participation?
- Have workshop components been developed or adapted to address gender or other cultural issues that may impact the ability of diverse team members to work together and to work across organizations (particularly as it relates to power and influence)?

## STEP 2: EXECUTING THE WORKSHOP

The facilitator is responsible for the overall management of the workshop, ensuring that objectives are met and participation is equal across the teams and individuals. For each workshop, the facilitator will strive to guide the discussion to real-world examples that can be applied to the country's One Health platform context. After each day, the facilitator will lead participants in a workshop review to identify lessons learned and any issues, so they can be addressed in the following days (if possible). The Leading Change curriculum covers eight modules within the framework of John's Kotter's *Eight Steps to Leading Change* over the course of a three-day workshop:

### Introduction to Leading Change Workshop

#### Step 1: Establish a Sense of Urgency—Articulating the Urgency of One Health

The One Health approach requires the One Health platform to affect a significant change in how line ministries and partners plan, collaborate and execute their operations.

#### Step 2: Build Powerful Coalitions—Stakeholder Engagement

The platform has to act through at least four sectors to achieve its objectives. There are many stakeholders with varying interests, and yet they have no obligation to execute requests. Influencing others to act in ways that enable results delivery is not the norm, hence the need for intervention.

#### Step 3: Develop a Clear, Shared Vision—Participatory Decision-Making

Platform members have diverse backgrounds, experiences, and perspectives. A clear and shared vision is needed to simplify and coordinate the myriad of decisions and facilitate the engagement of stakeholders.

#### Step 4: Communicate the Vision—Strategic Influencing

A critical part of a platform's mandate is dependent upon their ability to communicate the vision to all stakeholders and secure their buy-in. Message crafting, delivery and strategic influencing will all play a role. Under-communication and inconsistency can stall change.

#### Step 5: Empower Others to Act on the Vision—Effective Meetings

Meetings are a key tool in driving the implementation of the One Health approach. Leaders of the platform play a coordination role in the implementation of One Health and they use meetings to inform and mobilize One Health actors to deliver desired results. Considering the frequency and importance of meetings, it is critical that they are effective and efficient.



### Step 6: Create Short-Term Wins

The platform is uniquely placed to promote and track One Health–related achievements. These achievements are critical to maintaining the momentum, establishing credibility of the approach, and continuing to bring new stakeholders on board.

### Step 7: Build on the Change—Managing Conflict

In coordinating diverse stakeholders with diverse interests, conflict is inevitable, particularly between the human and animal sectors. In order to build on the change, they will need to skillfully and constructively manage conflict.

### Step 8: Create Systems and Processes to Anchor Change

While the strategic intentions may be articulated in a strategic plan or other One Health documents, the systems and processes may not yet be in place. The platform members each come with a different office culture and are accustomed to different systems and processes. They will need to identify systems to support the change they are driving, and develop a common justification for setting up and following the systems.

The facilitator will ensure that participants are documenting key activities/outcomes and lessons learned in their Change Plan template in their participant guides. This Change Plan will serve as the key ‘take away’ so that workshop participants have a concrete, actionable plan to initial change activities within their organizations and across platform organizations. Participants decide how they will monitor and evaluate the implementation of the change plans. These plans will also help team members to support longer-term change and skills development after the workshop ends.

## STEP 3: DOCUMENTING LEARNING AND ACTION ITEMS

The final outcome of the workshop is the workshop report which will outline the agreements made by One Health platform attendees and outlines who will lead them and how the activity or change will be monitored. The final report will be shared with members of the One Health platform. The platform can use these agreements to determine the appropriate follow-up support needed and as a mechanism for evaluating the effectiveness of the workshops.

## ADDITIONAL RESOURCES

### REFERENCES

[Eight Steps to Leading Change by John Kotter](#)