



CHANGE TOOLKIT

Tool: What, Why, When, How, Where and Who?

Used in:
GENERATE OPTIONS

My Notes

What is it?

This is a simple way of questioning what happens now to try and work out a different and better way of achieving the same outcome.

Why use it in a change process?

It provides a very easy structured way to **Generate Options** for the change by review, beginning with reviewing the current situation and moving into future scenarios. This approach requires no special equipment and yet can produce some really innovative and challenging ideas.

What do I need to do?

1. Invite an appropriate group of people to a workshop and ensure you have a flip chart and possibly also some 'Post-It' notes.
2. Specifically state the issue/area of work that you want to consider in terms of making a change – it's vital at this stage to set clear boundaries or the discussion will rapidly get out of control and will not move the change programme forward.
3. Explain the process you are going to go through and the need to remain focused – if ideas are generated about other topics/areas of the business rather than lose or dismiss them it can be helpful to collect them on a separate sheet labelled 'The Car Park' so they can be reviewed later and incorporated whenever and wherever appropriate.
4. Start the questioning going through the following process:
 - What do we already do / could we do that would achieve the same outcome?
 - Why do we do this anyway? Can we stop doing it?
 - When does it happen? Does it have to happen then?
 - How else could it be done? E.g. Self-service on-line.
 - Where else might this work be undertaken? E.g. In customers' homes, at one stop centres
 - Who else could do this? E.g. Our customers could do it themselves or partners such as the health sector, voluntary and community sector or the police.

At the end there should be lots of ideas for change and the next step is to feed these into an evaluation process where the group identifies which ideas are most preferable – see **Select Best Option** stage for more tools on how you could do this!