

# Change Target Analysis to Leverage Support for Change

## Purpose:

- Build Relationships with key change targets (people you need or want involved in taking the racial equity efforts to the next level)
- Scan for attitude – Advocate (*all in, experienced with the change, building and applying advocate skills*), Undecided (*on the fence but curious/willing to investigate; or unfamiliar with and perhaps disinterested in the change*), Oppositional (*actively resistant to the change*)
- Gather information regarding targets influence/power/self-interest/knowledge level, etc.
- Formulate strategy for working with target to make it possible for them to buy in and exercise their power for advancing racial equity in the organization

Key Questions/Steps	
<p>1. What is the change target's role in relationship to the organization and/or the change? <i>(Tip: Think about their overall responsibilities and how Equity fits into that picture and what they might be best able to contribute to the change from their location.)</i></p>	
<p>2. What is the change target's attitude toward the change? Advocate/Undecided/Oppositional <i>(Tip: Meet/spend time with them - listen actively; focus on ideas, needs, feelings and thoughts.)</i></p>	
<p>3. What do you want change target to do? <i>(Tip: Set incremental goals that spur developmental growth in capacity to get to big systems actions.)</i></p>	

<p>4. What strategic work needs to be done with the change target?  <i>(Tip: What do they need to realize; why equity change is critical, why the current situation is unsatisfactory, what the benefit to the organization is and/or to how it is connected to their self-interest and/or job. Would understanding about what tools and methods are available to advance the change effort make a difference?)</i></p>	
<p>5. Who will carry out the task(s) of the strategy?  <i>(Tip: Who is the most effective influencer available – who can best convey equity information with conviction and clarity. Ideally, they can connect both emotionally and logically with people’s decision making process. These are competencies that all Advocates work on building to maximize effectiveness, so work with what you have, team up, and deepen skills through practice.</i></p>	
<p>6. Next steps, including time frame for completing task(s) that put strategies in place?</p>	