



# Designing the future *together*.

This Change Agent Crash Course is intended to be led through virtual or in-person facilitation with a group ranging from 2 people to 1,000 (maybe more!). Provocative research and examples will help guide you through these 3 activities in a “pair and share” format. The activity is intended to push your thinking on how you can lead change and help launch your change effort forward.

We hope you have fun with it, learn from it, and most importantly, ignite meaningful change with it. Download a copy at: [www.aspenlabsnetwork.com/resources](http://www.aspenlabsnetwork.com/resources) and share your story and any thoughts about the tool with us at [hello@aspenlabsnetwork](mailto:hello@aspenlabsnetwork) or tag your thoughts and experiences at #profoundchange.



PROFOUND CHANGE

Leading with Courage, Connection and Creativity

10 min to do

10 min to share

A

Courage

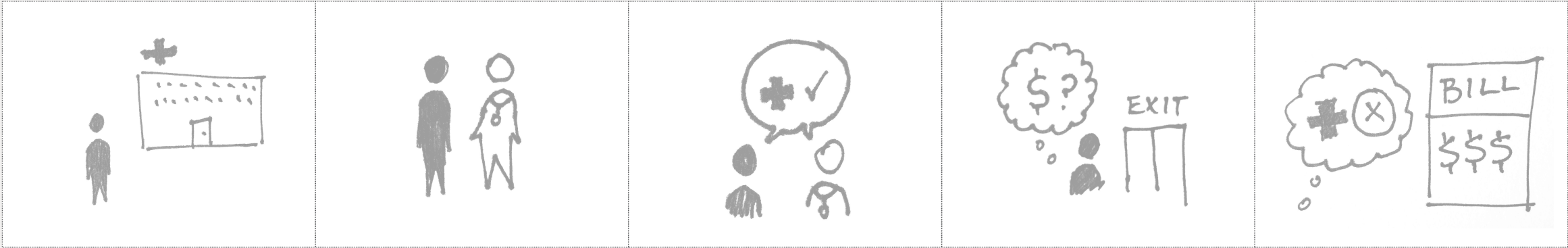
Storyboards

- Write out a few sentences about a change you are seeking (no jargon!)
- Think about the current state and the future state of the change and sketch them out in a storyboard format
- At the announced time you'll be sharing this exercise with a partner.

What is the change and why do you personally care?

(in words or images)

Example:  
current state  
storyboard



Current  
State

beginning

unfolding story

crisis or issue

crisis or issue

implication and emotion

Future  
State

beginning

potential crisis or issue

new intervention

new intervention

implication and emotion

INSPIRATION



“Use storyboarding to move beyond the functional view and into the human story of the experience, to shift the focus to the user and the problem that the new experience could solve.”

- Liedtka and Ogilvie  
Design Thinking Toolkit  
for Managers

PROFOUND CHANGE

Leading with Courage, Connection and Creativity

5 min to do

5 min to share

B

Connection

Empathy Map

- Based on the change you seek, identify a person for whom you should gain more empathy and understanding.
- Think about what it is like to walk in their shoes, as you will be filling in all 4 quadrants from their perspective.
- Begin with what they say and do, then try to imagine what they may think and feel.
- Finally, capture your own thoughts and insights about their world view after completing this empathy exercise.

Name the person:

<div>Say</div>	<div>Think</div>	<div>Thoughts and Insights</div>
<div>Do</div>	<div>Feel</div>	

INSPIRATION

Convergent Changes

- Build cohesive networks
- Understand and involve fence sitters and resisters
- Leverage connections of existing endorsers

Divergent Changes

- Build bridging networks
- Understand and involve fence sitters
- Tread carefully with resisters
- Leverage connections of existing endorsers

Battilana and Casciaro, *Network Secrets of Great Change Agents* (Harvard Business Review)



- Write out a hypothesis about how your change will impact or will be perceived by others
- Create three different ideas, we are calling them minimum viable approaches, that can be tried out quickly in order to test a hypothesis about the change

One hypothesis

What do you believe will occur to a particular target person or audience when you try to create this change?

You will have many hypothesis about your change effort - this is just one of them. Capture one to get you started.

Minimum Viable Approach

The smallest standalone release that will:

- Influence the behavior or actions of your target audience
- Teach you something about the change you seek
- Help test a hypothesis

By

conducting this action

I believe

the target person or audience

will

the behavior, action or emotion we are looking for

because

why you believe this to be true

1

2

3

INSPIRATION

Fail before you scale

Remember the pinball analogy!



Inspired by Mathew Chow

# Echoes and Blind Spots\*

A

Courage Storyboards

Potential assumptions you notice or other thoughts you may have about their stories.

C

Creativity

What takeaway thoughts do you have on what they shared with you?

I Like

I Wish

I Wonder

\*This sheet will be given to your table partner after the exercise to help them refine their thinking and actions.  
Thank you for the gift of critique!