

Mission Possible: Leading Change through the “WHY”

Instructions for Pitching Groups

- Select a scenario to use for your pitch. This can either be one of the examples provided, or a group member can share a real-world example.
- Prepare Your WHY Statement using the Four P’s (Project, Purpose, Particulars, People), keeping the ADKAR model in mind.
- Keep your pitch under 2 minutes and make it audience-focused.
- Highlight the value and impact of the change to get buy in.
- Avoid jargon and make it relatable.

ADKAR Model	
Awareness	Business reasons for the change, support with data
Desire	Accept, commit, embrace, influence, buy-in, emphasize positive outcomes
Knowledge	Organization acquires new concepts, skills, tools, processes
Ability	Individuals gain capability to implement, receive coaching
Reinforcement	Periodic process reviews, adjust as needed, celebrate wins

Four P’s Worksheet Template

Scenario: _____

Column	Guiding Questions
Project	What is the change? What exactly is happening?
Purpose	Why is this change necessary? What problem does it solve or what opportunity does it create?
Particulars	What does this mean for day-to-day work? What will change in processes, tools, or expectations?
People	Who is impacted? How will this benefit them? How can we address concerns and build buy-in?

Craft Your WHY Statement: _____

Example: “We are implementing [Project] because [Purpose]. This means [Particulars], and it will help [People] by [benefit].”

Challenging Change Scenarios

Scenario 1: Mandatory Return to Office

Background: Staff who have been working remotely for several years are now required to return to the physical office full-time due to leadership's decision to improve collaboration and visibility.

Challenge: Employees have adapted to remote work, value flexibility, and worry about commuting costs, work-life balance, and productivity disruptions.

Mission: Develop a "WHY" that helps staff see the return to office as beneficial for teamwork, organizational culture, and service delivery.

Scenario 2: Consolidation of Multiple Departments into One

Background: To streamline operations and reduce overhead, three separate divisions (with distinct cultures and leadership) will merge into a single unit.

Challenge: Staff fear loss of identity, job security, and increased workload during integration.

Mission: Craft a "WHY" that emphasizes efficiency, shared resources, and improved service delivery.

Scenario 3: Cross-Agency Collaboration Initiative

Background: The state is launching a pilot program to encourage collaboration between departments (e.g., Health, Social Services, Education) to improve service delivery.

Challenge: Silos and differing priorities have historically made collaboration difficult.

Mission: Develop a "WHY" that inspires staff to see the value in working across boundaries.

Scenario 4: Sustainability Mandate

Background: A new executive order requires all state agencies to reduce paper use by 50% and implement green procurement practices.

Challenge: Staff are unsure how this aligns with their daily work and worry about losing access to familiar tools.

Mission: Pitch a "WHY" that connects sustainability to public service values and operational efficiency.

Scenario 5: Implementation of Strict Performance Metrics

Background: Agency introduces a data-driven performance management system with quarterly evaluations tied to job security and promotions.

Challenge: Employees fear micromanagement and punitive measures, and worry about losing autonomy.

Mission: Create a “WHY” that frames metrics as a tool for growth, transparency, and better resource allocation.

Scenario 6: Transition to a new Learning Management System (LMS)

Background: Legacy systems will be replaced with a new statewide LMS platform requiring all staff to learn new workflows and abandon familiar tools.

Challenge: Resistance to technology change, steep learning curve, and fear of errors impacting compliance.

Mission: Build a “WHY” that highlights long-term efficiency, reduced duplication, and improved service delivery.

Scenario 7: Mandatory Cross-Training Across Departments

Background: To build resilience, staff must rotate roles every six months and learn functions outside their specialty.

Challenge: Employees fear losing expertise, dislike disruption, and worry about being evaluated in unfamiliar areas.

Mission: Develop a “WHY” that positions cross-training as career development and organizational strength.

Scenario 8: Shift to Outcome-Based Funding

Background: Programs will only receive funding if they meet strict outcome targets, requiring major changes in reporting and service delivery.

Challenge: Staff fear losing resources for programs that serve vulnerable populations but have hard-to-measure outcomes.

Mission: Craft a “WHY” that connects outcome-based funding to accountability, public trust, and better results for communities.