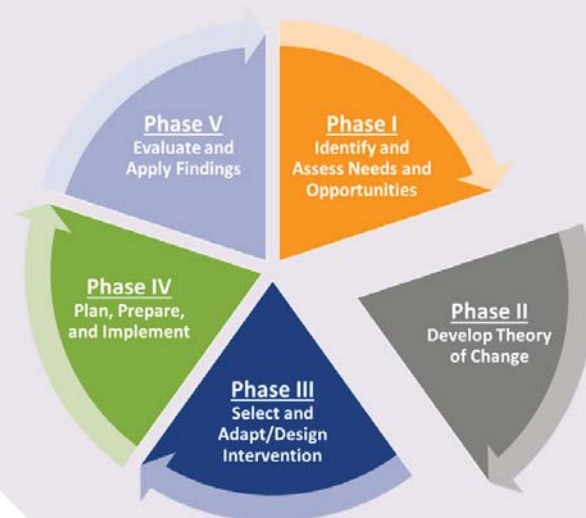




Capacity Building
CENTER FOR COURTS

CQI Quick Sheet

Change Management: Phase II Develop a Theory of Change



Phase II: Develop a Theory of Change

In this phase of the change management process, the practitioner identifies the causes associated with the need or opportunity and develops a theory of change to improve outcomes and address the identified need. Successful resolution of phase I should yield ideas around root causes. In the second phase, generation of ideas to ameliorate the causes are developed.

Step 4 - Develop a theory to address the causes of the need/opportunity. The purpose of this step is to develop a theory of change based on the root causes of the need or opportunity, once a careful examination of the need has occurred.

In this step, you should consider all possible root causes, categorize and prioritize them and engage with multiple experts (colleagues with a diverse array of experience and background), and select the most likely root cause. From here, you will be coming up with a hypothesis of how a specific action (program or practice) will lead to a desired change in outcomes. For further assistance on developing a strong theory of change, see the [CQI Quick Sheet: Developing a Theory of Change](#) for more guidance.

There are a few specific milestones associated with this task. Milestones are indicators of success for the step. It may not be necessary to achieve every milestone in order to successfully move your work forward.

Primary tasks or milestones of this step include:

- Credible theories about root cause(s) and population(s) of interest developed
- Theory of change developed and documented
- Logic model developed and documented

Theory of Change vs Logic Model

Theories of change and logic models are interrelated tools. They are similar in that they both illustrate a pathway that describes how specific actions may lead to specific outcomes. They differ primarily in how they illustrate the pathway and what key components they have.

Theories of change are written pathways describing a sequence of events, including how an action (or intervention) will lead to specific immediate, short-term, and long-term outcomes of interest.

Logic Models are visual representation of project components, including inputs (things that go into a program), outputs (things that come out of a project), and anticipated outcomes. The logic model is often depicted as a series of linear boxes.

Tip: If you cannot articulate why an intervention/practice should/could lead to a positive outcome, why would you do it?

Logic Models

Logic models offer a visual representation of what your theory of change is. Logic models include several key components and vary depending on needs of the site.

- Inputs - What inputs are necessary to execute the activities you want (e.g., programmatic changes)?
- Activities - What activities will ensure the outputs you want?
- Outputs - What outputs will lead to the outcomes you desire?
- Outcomes - What are the immediate, short-term, and long-term outcomes desired?

<u>Inputs</u>	<u>Activities</u>	<u>Outputs</u>	<u>Immediate Outcomes / Practice Change</u>	<u>Short & Long-Term Outcomes</u>
Inputs include resources, like staff, funding, technology, expertise	Activities include all the things you do as part of a project/ systems change effort.	Outputs are the results of the activities, often counts of participants reached, trainings held, or things you create (e.g., documents).	Immediate outcomes are the practice changes you expect to occur immediately, such as a change in knowledge or skills. Sometimes this includes immediate behavior change.	Short and long-term outcomes are those that occur weeks to years later as a result of your activities.

How do I know I have successfully completed phase II?

Phase II is successfully completed when you have developed a strong theory of change that identified *specific* actions and how they will lead to *specific* outcomes. The outcomes should include immediate changes in practice as well as what you anticipate the long-term outcomes to be.

Tip: For a strong theory of change, consider what you want the outcomes to be, then work backwards to try to determine how your intervention will lead to those outcomes.

Phase II Resources

A CQI Quick Sheet is available on *Developing a Theory of Change*. It offers guidance on creating a strong theory of change. The CQI Quick Sheet series are available from the Capacity Building Center for Courts.

Using a So That Chain: Use of a so that chain is common in developing a theory of change. It helps you think through how a specific activity will lead to a specific change. Several documents offer guidance around this including, *Theory of Change: A Practice Tool for Action, Results, and Learning* (see pages 12-17). This is available online at: <http://www.aecf.org/m/resourcedoc/aecf-theoryofchange-2004.pdf>

Logic Model Builders: Logic models can be somewhat overwhelming. This online tool helps you create a logic model as you answer specific questions about your program. You will need to create a login, but it is free. Come prepared to answer questions about program vision, population, services, resources, assumptions, and outcomes. You can find the Logic Model Builder at <https://toolkit.childwelfare.gov/>