

# About this Tool

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This tool will help you to identify:

- Factors that have contributed to the change you seek.
- Evidence demonstrating the contribution.
- The strength of the contribution.
- Identify new means of and opportunities to exercise leadership.

## Context

This Tool can be used in these phases of the Collaborative Change Cycle:

- The Readiness Runway
- Building the Foundations for Change
- Creating a Shared Vision for Change
- Scaling Up for Systems Change
- Achieving Transformation

And is relevant to building these enabling capabilities:

- Collaboration
- Community
- Innovation
- Leadership
- Measurement

TOOL

# How to Understand what Contributed to Change

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I want to understand what has contributed to an observed change or outcome.

## Effort Level

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Variable – Depending on Stakeholders involved

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## How to use this tool

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Convene a workshop with stakeholders who have an understanding of the change that has been achieved, and what might have contributed to this change. Using a fishbone diagram (see below), start by clearly defining the change that you want to analyse.

Write the change at the ‘head’ of the fish and then brainstorm separate factors or groups of related factors that may have contributed to this change, placing them on the spines of the fish.

Workshop participants should repeatedly ask “what else could have played a role?” through the brainstorming process, to ensure they think through as many potential causes as possible.

Once all possible factors are identified, work through each one, identifying the evidence that supports the link between it and the change you are reviewing.

You can then assess the strength of the contributing factors using the Contribution Assessment Matrix provided.

It is likely you will need time to identify and collate the evidence required to make an assessment. You may therefore find it useful to break the activity into two separate stages, or work through the full process once and then hold a follow up session to review the emerging Contribution Story based on any additional evidence you are able to capture.

Once completed, the emerging Contribution Story should be tested with a broader range of stakeholders to make sure that the analysis is robust.

# Contribution Analysis Tool

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## 1. Describe the Change

Clearly describe the change that you are assessing and record that in the circle at the head of the 'fish' diagram.

## 2. Brainstorm

Brainstorm factors that (could have) contributed to that change and record the different factors at the end of each spine on the diagram. If you come up with factors that are related, feel free to group them and write them along a single spine.

## 3. Identify Roles

Identify the role or contribution that each factor has played in enabling the change and document that in the Assessment Table.

## 4. Identify Evidence

Identify and list the evidence that you have to demonstrate the contribution that different factors have made to the change. In some cases you may need to consult with others to gather evidence of this. If you do not have any evidence, leave this column blank.

## 5. Assess Strength of Contribution

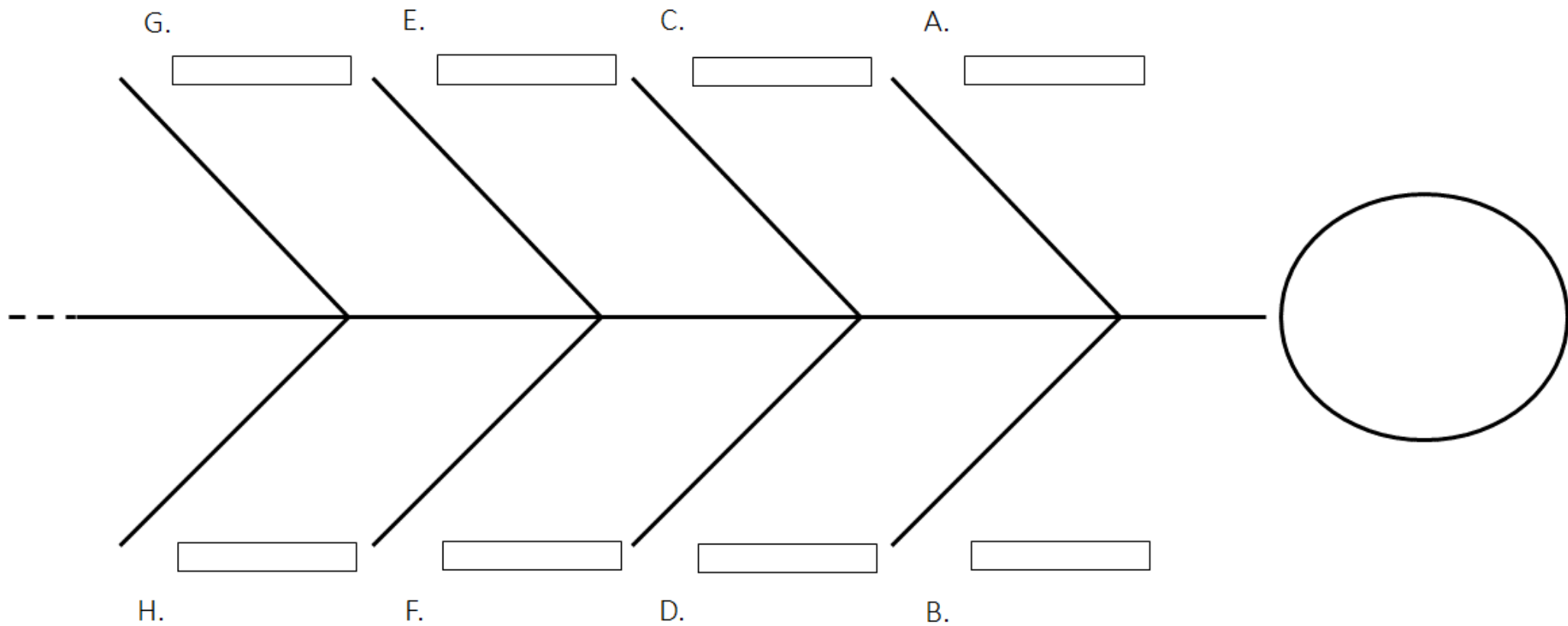
Based on the evidence, assess the strength of the contribution made by each factor based on the Contribution Assessment Rubric provided at the end of this Tool. Record your assessment in the table and highlight the factors identified as being significant in the fish diagram (e.g. by using a highlighter or circling them).

## 6. Review

Review your assessment with other stakeholders to further develop and validate it.

# Fish Diagram

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## Assessment Table

Factor	Description of factor	Nature of contribution	Supporting evidence	Assessed contribution (based on Contribution Rubric)
A				
B				
C				
D				
E				

## Contribution Rubric

Significant contribution	Would not have occurred but for the contribution made
Moderate contribution	Contribution that played an important role with other factors
Limited contribution	Small contribution but high probability that it would have occurred anyway
No contribution or insufficient evidence to rank	No substantive contribution <b>OR</b> Not able to be ranked because of a lack of evidence.