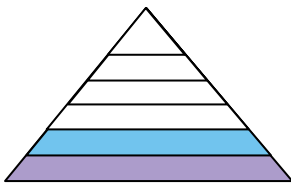
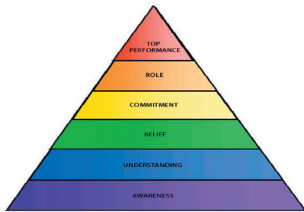


LEVELS OF ENGAGEMENT: *Glad, Sad, Mad* Tool

Begin building a critical mass of participants who agree that change is necessary for success

Engagement Pyramid



Purpose	<ul style="list-style-type: none"> Facilitate discussion on current state processes that support change Allow stakeholders to share personal insights on change experience Build common understanding that change is necessary
Description	<ul style="list-style-type: none"> Facilitator communicates framing question for group to consider Participants brainstorm, and then record ideas on flipcharts Small groups share information on flipcharts with large group
Potential Uses	<ul style="list-style-type: none"> Engaging a group in lessons learned discussion Enhance the perspectives of stakeholders through the wisdom of the group Open discussion on change issues that aren't discussed easily
This Tool's Level(s) of the Engagement Pyramid	<ul style="list-style-type: none"> Understanding Awareness

Facilitator Guide

Your materials include felt markers, flip charts, a handout with a worksheet with a description of this tool and instructions on how to conduct the session

Provide a quick overview of the tool

“Glad, Sad, Mad is a tool for discussion on the current state of our change processes. It allows all stakeholders impacted by change to share personal insights around change experiences, and it opens up discussion on how we have changed in the past to help us learn to change more effectively in the future. The process involves verbal and non-verbal steps and it combines small group and large group processes.”

Set up the exercise

Phrase the framing question or issue clearly to the group. Establish the ground rules for the process.

- Identify Reporter for group
- Quickly summarize details about the specific change experience you are analyzing
- Reflect individually
- Avoid ambiguous words or phrases
- 30 minutes for the exercise

Step 1: Ask the groups to quickly summarize the details of the change they are analyzing

Step 2: Ask the group to reflect individually and write their ideas on the worksheet.

Step 3: Ask them to print their contributions on the flip chart in clear, large letters using felt tip markers

Step 4: recorders from each group share information on flipchart with large group