

# **CONSERVATION STANDARDS ADOPTION - A CHANGE MANAGEMENT STRATEGY**

Change management Theory of Change (TOC)



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**CAML - The Conservation Actions Measures Library**

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Measures  
Partnership**

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# EXECUTIVE SUMMARY

## Project overview

We all want our organizations to be effective, and we all believe in the value of the Conservation Standards (CS) to improve conservation practices within our organizations. Anyone can play a key role in making change happen in our organizations - but it can be difficult to know where to start!

This project aims to provide guidance material and tools to key individuals aiming to improve conservation planning practices within their organization through the adoption of the CS. "Adoption" is used as a generic term for CS operationalization (putting the CS into use for specific projects and programs) and institutionalization (building of effective processes, consistent standards, infrastructure, and culture to support the CS as the way of doing business). The tools and guiding material developed through this project are meant to support organizations anywhere in the CS adoption process, and key individuals that have only received basic CS training, as well as for experienced coaches. They were developed for organizations that are just starting the process of adopting the CS, for organizations that are mature, having standardized their planning processes and adopted systems to document their plans, all the way to organizations that are now consistently adapting their plans based on results, and where processes are well-integrated across organizational functions.

We propose that key individuals managing the adoption of the CS within their organization, copy the Miradi project we developed (or the Word report created from this project), populate it with content that is relevant for their own situation and use it to track their progress, learn and adapt their approach. The change management TOC is meant to provide useful guidance that will be applicable no matter the organization and its level of maturity in adopting the CS, as the Capability Maturity Model (CMM) is meant to provide more specific guidance to improve specific practices from one level of maturity to another. We have also collected case studies and integrated them to this Miradi project under a similar format so that it is easier to learn from them.

### Suggested citation

CAML. 2021. Generic conservation strategies: Conservation standards adoption - A change management strategy, v 1.26. Conservation Actions Measures Library (CAML).

<b>Overall Project Progress</b>	<p><b>Status:</b> On-Track</p> <p><b>Date Updated:</b> 2021-12-01</p> <p><b>Details:</b> Literature and case studies have been collected and integrated to the project.</p>
<b>Lessons Learned</b>	<p>Many organizations are eager to document and share their experience adopting the CS. At the same time, many organizations would be more confident adopting the CS if they had access to lessons from other organizations that have been on the same or a similar road before. It is very difficult to develop a clear road map that would apply to many different organizations at various levels of CS adoption given the history, context and organizational culture will be different for each. This project is a first step towards this objective but will need to be tested and refined over time.</p>
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>• Document a case study of CS adoption in large organizations (for example, national governments or multinational nongovernmental organizations).</li> <li>• Build roadmap with rough timelines and estimate of effort needed for small and larger orgs.</li> <li>• Validate the TOC retrospectively using experiential evidence (from orgs. at different points of maturity and even some who have “failed” to adopt CS).</li> <li>• Get an academic researchers involved to better understand opportunities and barriers regarding CS adoption across various organizational characteristics.</li> </ul>

## VISION

Thanks to the Conservation Standards change management project, organization wide CS adoption is now a manageable endeavor, for everyone and delivers benefits throughout organizations!

Key actions and expected results are well explained. Supporting resources are easily accessible and continuously improved to reflect people's latest experiences and learning. Key individuals across the CS community continuously work as a team, support each other, share experiences and lessons learned, through direct interactions and in due time.

The CS community is more efficient and effective and is collectively delivering impact and results at a scale never seen before. The CS are helping organizations be more accountable, transparent, and responsible. They facilitate good governance, provide social and environmental safeguards and reduce organizational risks.

## SCOPE

Guidance material and tools will be built from best practices outlined in classic business literature on change management as well as from the experience of members of our working group. This project will focus on the "people side of the equation" and focus less on systems. We will try to answer the following questions:

- Under which conditions are organizations more likely to successfully adopt the CS?
- What actions can individuals take to make it work
- Why don't conservation organizations and projects naturally pick up and use the CS
- Why do many of us work hard, but find it difficult, to get traction?

## CONTRIBUTORS

The following individuals and organizations have been involved in this project.

### Partners and Stakeholders

Organization	Role(s)
Durrell Wildlife Conservation Trust	CMP board sub-committee
Endangered Wildlife Trust (EWT)	Piloting group
Foundations of Success (FOS)	CMP board sub-committee
Gordon and Betty Moore Foundation	CMP board sub-committee
International Crane Foundation	CMP board sub-committee
Panthera	Piloting group
Parks Canada	Piloting group
Protected Areas Commission - Guyana	Piloting group
TRAFFIC	Piloting group

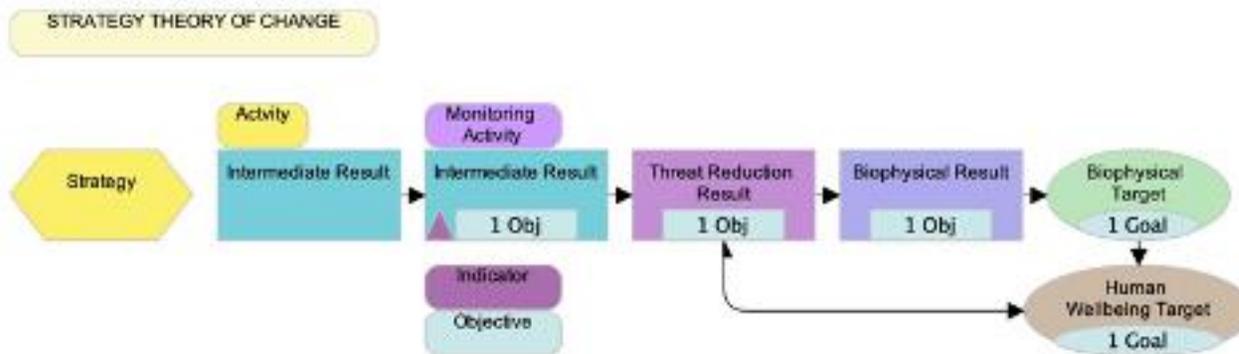
Organization	Role(s)
World Wildlife Fund (WWF)	CMP board sub-committee
Éco-corridors laurentiens	Piloting group

## Project Team

Name	Organization	Position
Anita Diederichsen	WWF Brazil	Forest Landscape Restoration Global Lead/Coordinator of the FLR ACAI
Annette Stewart	Bush Heritage Australia (BHA)	Conservation Systems Specialist
Brenda Van Sleenwen	Parks Canada	Collaborative Conservation Advisor
Caroline Stem	Foundations of Success	Program Director
Catherine Payne	Durrell Wildlife Conservation Trust	Conservation Effectiveness Manager
Charles Latrémouille	Charles Latrémouille, Planning consultant	Owner
Claire Relton	Durrell Wildlife Conservation Trust	Conservation Effectiveness Officer
David Marneweck	Endangered Wildlife Trust (EWT)	Carnivore Conservation Programme Manager
Erica Cochrane	International Crane Foundation	Conservation Measures Manager
Harriet Davies-Mostert	Endangered Wildlife Trust (EWT)	Head of Conservation
John Morrison	World Wildlife Fund (WWF)	Director, Conservation Planning Measures
Lisa Ernoul	Tour du Valat	Department coordinator
Paulina Arroyo	Gordon and Betty Moore Foundation	Director, Adaptive Management and Evaluation
Sara Henry	Protected Areas Commission - Guyana	Senior Protected Areas Officer - Planning Monitoring
Will Beale	World Wildlife Fund (WWF)	Head, Network Standards and Quality

## THEORIES OF CHANGE

This section is organized by theory of change. Theories of change document assumptions about how one or more strategies are intended to deliver desired outcomes. They identify key results that need to be achieved in order to make progress toward goals, priority activities designed to advance the strategy, and key performance measures (objectives and indicators) necessary for tracking progress and adaptively managing the strategy.



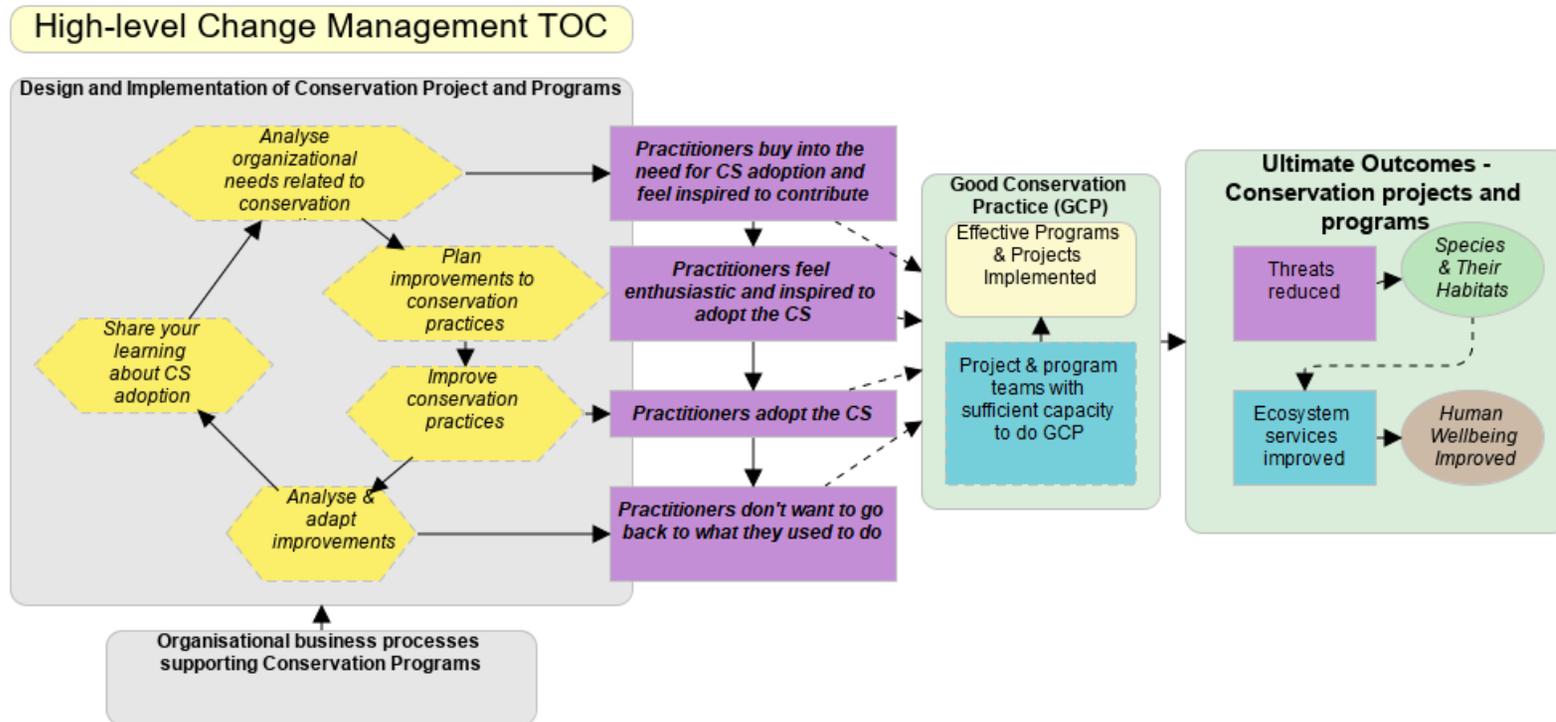
### High-level Change Management TOC

We are proposing that the best tool to support individuals in managing an organizational change like the adoption of the CS, is the CS. The CS allow you to assess, plan implement, analyse adapt, and share your adoption of the CS. Just like any other adaptive management process, organizational-wide adoption of the CS, will not always be quick and straightforward, and it will not always go as planned. You will have ups and downs; you will have many successes that will make you feel proud about your work; but you will also have challenges and will sometimes feel like you are going backwards.

Generally, CS adoption is a process that will take years, not months. With large-scale changes like this, it is neither possible nor desirable to precisely plan everything ahead of time. It would be impossible to extrapolate from the current context, understand the implications of all the relevant options, discuss the pros and cons, develop an action plan, and estimate costs. Instead, organizations should attempt to improve practices through a series of incremental improvements that will slowly, but surely increase their CS maturity. At certain stages, organizations should pause and reflect, think about what they have accomplished and agree on the level of maturity that they want to reach.

We have developed this generic change management results chain to support this incremental, pause and reflect approach to CS adoption. It has been populated based on literature about change management and agile approaches as well as on specific case studies and CAML's Outreach and Communications project. The step-by-step approaches that are proposed in change management references have been modified to follow the CS' 5 steps (assess, plan, implement, analyse adapt, and share), to feel more familiar to members of the CS community.

Some people will adopt a change when given analysis that shifts their thinking (analysis-think-change) but most often people will do so when shown a truth that influences their feelings (see-feel-change). You need to talk about what people want from CS adoption, make them want to do it, show them how to do it, and move as fast as possible.

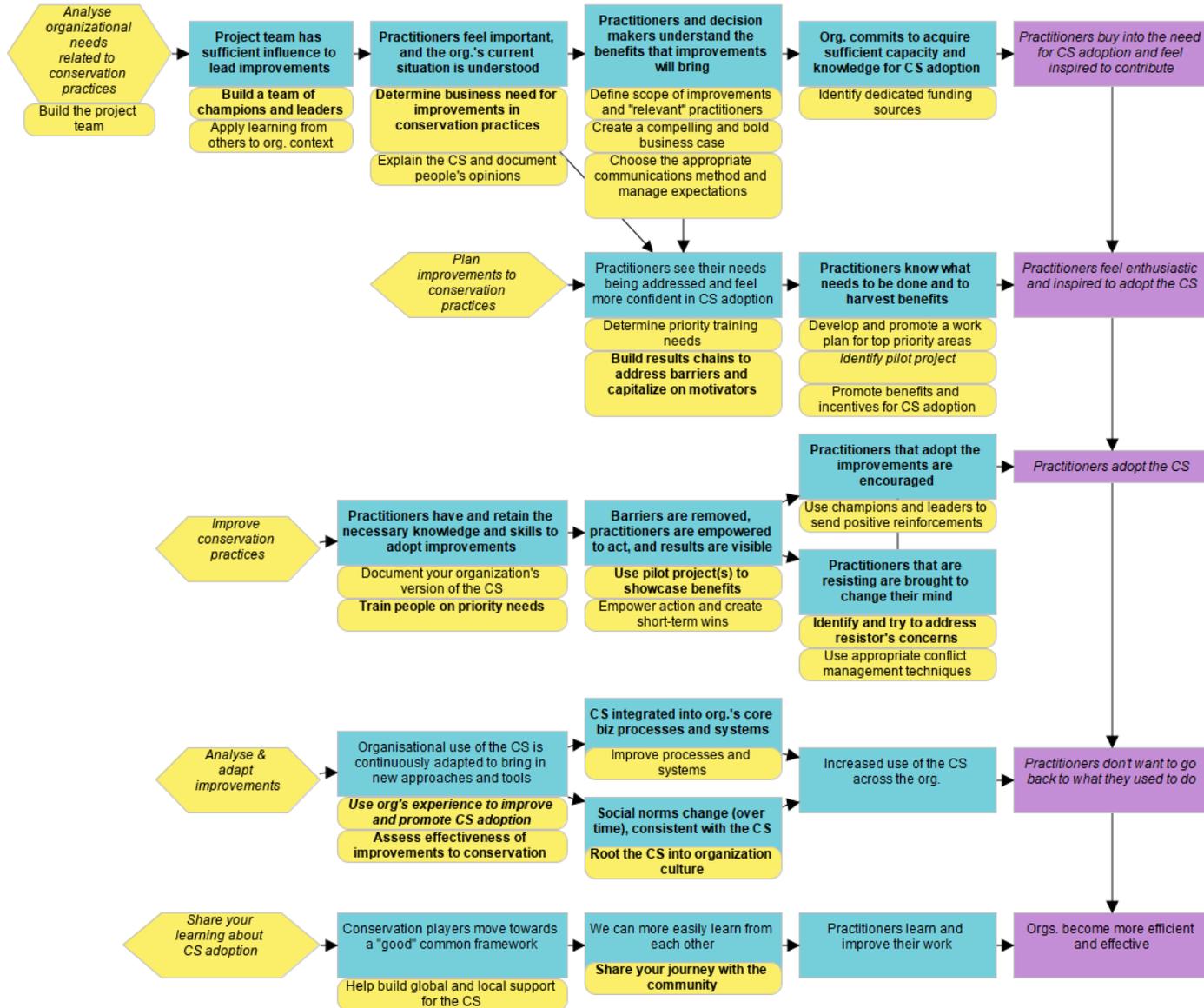


## Detailed Change Management TOC

This is a more detailed results chains, which provides notes on activities and expected results along your journey improving CS practices. In real case scenarios, no one will rigidly follow the steps as outlines in the TOC, but will adapt it to their own situation, needs and opportunities. You can start anywhere in the process and skip steps if they have already been done. Expected results and activities that were deemed critical by attendants of the CCNet 2021 virtual rally session have been bolded and numbered with an asterisk.

In some organizations, the desire to adopt the CS will come from senior management (top-down situations). In other organizations, the demand will come from staff members (bottom-up situations). In most organizations, the situation will go back and forward between top-down and bottom-up as members of the organization and their relationship with the CS change. Depending on the specific circumstances and support in your organization you may decide to put less emphasis on some expected results and activities, but you should not skip them entirely. Keep them in your back pocket as they may prove to be handy if circumstances change.

Detailed Change Management TOC



**Threat Reduction Result List**

ID	Threat Reduction Result	Details	Evidence
01	Practitioners buy into the need for CS adoption and feel inspired to contribute	People begin to buy into the vision and strategies and this shows in their behavior. When people choose for themselves, they are far more committed to the outcome. Increasing urgency helps reduce complacency, fear and anger that often prevent change from starting. People start telling each other "we must do something" about the problems and opportunities.	Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.  Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.
02	Practitioners feel enthusiastic and inspired to adopt the CS	Whether they agree or disagree with the change, most people will feel nervous. Worry can be a good thing as it makes us think about what could go wrong and allow us to find solutions before issues arise. But if people are too worried about the change, anxiety can fixate their attention on those potential issues, and they may ignore any information you provide them about potential solutions.	CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).  Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster. Goleman, D. (2005). <i>Emotional intelligence</i> . Bantam.
03	Practitioners adopt the CS	New feelings makes people buy into the change and modify their behavior as desired.	CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).  Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.

ID	Threat Reduction Result	Details	Evidence
04	Practitioners don't want to go back to what they used to do	<p>After having developed strategic plans and measures for evaluating success following the CS, there will be a tendency to revert back to “the old way of doing things”, especially for projects that were retrofitted to the CS. Indicators and outcomes may not regularly be reported on, and teams may not revisit their strategic plans to evaluate their assumptions.</p> <p>Constant follow up and the development of additional tools will be important to maintain momentum, assess progress towards results, goals, and objectives, and to interrogate the team’s assumptions. You need to make wave after wave of changes until the vision is fulfilled, not allowing urgency to sag. New and winning behavior need to continue despite the pull of tradition and staff turnover.</p>	<p>CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).</p> <p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition.</a></p>
05	Orgs. become more efficient and effective		<a href="#">CMP's 2017-22 Strategic plan</a>

**Intermediate Result List**

ID	Intermediate Result	Details	Evidence
11*	Project team has sufficient influence to lead improvements	The leadership team becomes the voice for CS adoption. Once you have established a feeling of urgency, more people will want to provide leadership, even if risks are high and there are no-short term personal benefits. You don't need to be the head person to lead this; change is possible even if you do not feel powerful enough (even the strongest CEOs cannot accomplish change single-handedly). The leadership team needs to demonstrate teamwork and trust, should be honest about their emotions, speak the unspeakable and connect to the feelings of others. Emotions are contagious through tacit exchanges that happen in every encounter: they should become role models for others. People hold back and complain when others initiate a change that affects them. You will need to work against complacency, pessimism, pride, arrogance, self-protection, and fear. If people do not trust each other, they will be selfish, protective, and suspicious.	Goleman, D. (2005). <i>Emotional intelligence</i> . Bantam.  Kotter, J. P., Cohen, D. S. (2012). <i>The heart of change: Real-life stories of how people change their organizations</i> . Boston, Mass.: Harvard Business School Press.
12*	Org. commits to acquire sufficient capacity and knowledge for CS adoption	This includes resources to manage processes and information systems, as well as to provide staff with guidance material and support.	Henry, S. (2021). <a href="#">Adopting the Conservation Standards to strengthen management of Guyana's National Protected Areas System</a> .

14*	Practitioners feel important, and the org.'s current situation is understood	<p>Recognize your organization's culture, history and strengths, do not presume that current practices have to be improved. One of the deepest urges in human nature is the desire to be important. Make leadership and staff feel important, show appreciation and encouragement. People know more about their business and problems than you do. There is a reason why people adopt or resist the CS; find out the reason and you will have the key to their actions. By becoming interested in the causes you are less likely to dislike people's point of views. Ensure areas of agreement and common desires are well identified. A person usually has two reasons to do something: a real one and one that sounds good. Focus on the interests of people around you and you will have an enormous advantage.</p> <p>Ensure you welcome and listen to disagreements. Our first natural reaction in a disagreeable situation is to be defensive. Emotions are primal impulses to act, our instantaneous plans for handling life's challenges. Be aware of your own emotions. Keep calm and watch out for your first reaction. Control your temper, you can measure the size of a person by what makes him or her angry. Anyone who takes the time to disagree with you is interested in the same things you are. Thank those challengers sincerely for their interest and for bringing their points to your attention. Items you haven't thought about are opportunities to be corrected before you make a serious mistake. Think of challengers as people who really want to help you, and you may turn them into supporters. Most arguments end with everyone more firmly convinced that they are right. The "loser" will feel inferior, his pride will be hurt, and he will resent the "winner's" triumph. You can seldom win an argument AND have a person's good will. Even if you are dead right, the argument will be as futile in changing other people's mind as if you were wrong.</p>	<p>Carnegie, Dale. (2010). <i>How to win friends and influence people</i>. Simon and Schuster.</p> <p>Goleman, D. (2005). <i>Emotional intelligence</i>. Bantam.</p>
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ID	Intermediate Result	Details	Evidence
15*	Practitioners and decision makers understand the benefits that improvements will bring	You might sometimes send general messages and updates to the entire organization, but you will not change the behavior of the entire organization all at once. Outreach messages need to be adjusted for specific groups within the organization whose behavior you are trying to modify.	<p>Bush Heritage Australia. 2021. Personal communications.</p> <p>CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).</p>
22	Practitioners see their needs being addressed and feel more confident in CS adoption	Ensure that the change appeals to people's motives and anxieties. If the change can get what other people want, you won't need to sell it.	<p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.</p> <p>Goleman, D. (2005). <i>Emotional intelligence</i>. Bantam.</p>
23*	Practitioners know what needs to be done and to harvest benefits	Once you have completed a broad assessment, conversations within your organisation should aim to identify the areas most in need of improvement, then lay out a roadmap for working towards these improvements. If change happens too fast, you may end up increasing anxiety levels but remember, the pace of external change will increase, so your organization needs to adapt. You should not try to plan for everything years ahead of time but rather always focus on the next most important thing you can do to improve your organization's practices. Roles and responsibilities and the work method need to be clear for all those involved.	<p>Stewart, A. (2018). <a href="#">Conservation Capability Maturity Model, A tool for assessing and improving performance of conservation organisations</a>. In: Improving the practice of conservation by improving the management of conservation. V 1.2. 21 p.</p>
31*	Practitioners have and retain the necessary knowledge and skills to adopt improvements	Training programs should have quantifiable, outcome-based measures that indicate levels of competence gained and certification that recognizes and rewards the skills attained.	<p>Aiken, C., Keller, S. (2009). The irrational side of change management. <i>McKinsey Quarterly</i>, 2(10), 100-109.</p> <p>CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).</p>

ID	Intermediate Result	Details	Evidence
32*	Barriers are removed, practitioners are empowered to act, and results are visible	Ensure project team members have sufficient resources and focus to complete priority tasks. Eliminate needless work so you don't exhaust yourself along the way. Change efforts often fail because people haven't sufficiently experienced successful change, they are not used to it. If you generate sufficient and constant wins, it will diffuse cynicism, pessimism, and skepticism and instead create credibility, resources and build up momentum. More people will feel able to act, and will act, and fewer people will resist the change.	<p>CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).</p> <p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.</p> <p>Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.</p>
33*	Practitioners that adopt the improvements are encouraged	<p>People should feel that the undesired behavior is less attractive and viable, but they should not feel criticized. Criticism hurts people's sense of importance, is demoralizing, creates resentment, puts people on the defensive and makes them try to justify themselves. Even if we know our opinion to be somewhat ill-advised, we will find ourselves filled with a passion for them when anyone is trying to criticize them. It is obviously not the ideas themselves that are dear to us but our self-esteem which is threatened.</p> <p>Constructive disagreement can be used to increase performance. Conflicts are natural and cannot be removed but they can be endured. Constructive disagreement can help teams produce the best ideas and build upon one another's thoughts to find new possibilities. Healthy teams live in a world of courage and respect.</p>	<p>Adkins, L. (2010). <i>Coaching agile teams: a companion for ScrumMasters, agile coaches, and project managers in transition</i>. Pearson Education India.</p> <p>CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).</p> <p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.</p>

ID	Intermediate Result	Details	Evidence
34*	Practitioners that are resisting are brought to change their mind	Never begin by announcing that you will make people change their mind. It will arouse opposition and make the listener want to battle with you before you even start. It is difficult, under even the most benign conditions, to change people's minds. So why make it harder? If you are going to prove anything, do it subtly, so that people do not feel like they are being taught a lesson, help them find it within themselves. It is also important to accept that you will not convince everyone. The majority of your efforts should go towards supporting practitioners that are adopting the CS, not towards changing the minds of people that are resisting.	Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.
41	Organizational use of the CS is continuously adapted to bring in novel approaches and tools	As appropriate for the stakeholders.	
43*	Social norms change (over time), consistent with the CS	Including attitudes values of non-target stakeholders who make going back seem unacceptable.	CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).
51	Conservation players move towards a "good" common framework	Can be each organization's own version of the CS.	<a href="#">CMP's 2017-22 Strategic plan</a>
53	Practitioners learn and improve their work		<a href="#">CMP's 2017-22 Strategic plan</a>

### Strategies and activities

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#### 01: Analyse organizational needs related to conservation practices

Merely stating that there is a need to change something isn't enough. You need to spend time listening and molding your adoption of the CS so that it addresses other people's needs, interests and frustrations. In top bottom up situations, you are likely to spend more time ensuring that people will buy into the change but do not focus solely on senior management approval to ensure people will.

Evidence: Kotter, J. P., Cohen, D. S. (2012). *The heart of change: Real-life stories of how people change their organizations*. Boston, Mass.: Harvard Business School Press.

ID	Activity	Details	Evidence
01	Build the project team	The project team are the people doing the tasks involved in adoption of the CS. Get staff, time, and resources allocated by leadership for the adoption of the CS and Miradi. Ensure that your project team has received sufficient training on the CS.	Henry, S. (2021). <a href="#">Adopting the Conservation Standards to strengthen management of Guyana's National Protected Areas System</a> .  Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a> .

ID	Activity	Details	Evidence
02*	Build a team of champions and leaders	<p>Pull together a group of people to drive the adoption of the CS, provide directions and be the voice for the change. You can make significant progress on a project and program level but having buy-in and engagement from senior management will be essential to make organization wide progress. With or without senior management support, put together a guiding team with the right knowledge about what is happening inside and outside of the organization, credibility connections, formal authority, and managerial and leadership skills.</p> <p>Tell people why they have been selected. Help them challenge each other, behave in a way that is consistent with the change they are trying to bring, behave with trust and emotional commitment to one another. Have them admit that they are not going to get everything right from the beginning and that they will need support just like everyone else. If a team is already in place, make sure they are the appropriate group to tackle tomorrow's challenges and that they work will together. It is possible that you may have to ask people to leave the group or resolve emotionally charged situations.</p> <p>In large organizations, you can create additional groups at lower levels within individual units, but you should avoid complex governance structures.</p>	<p>Kotter, J. P., Cohen, D. S. (2012). <i>The heart of change: Real-life stories of how people change their organizations</i>. Boston, Mass.: Harvard Business School Press.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a>.</p>

ID	Activity	Details	Evidence
03	Apply learning from others to org. context	<p>Review and learn from case studies of successful CS adoption in organizations similar to yours (including but not limited to those that can be found in this project). Try to engage with one or many Conservation Coaches from other organizations. Ask your coach(es) to assess if the CS is a good adaptive management framework for our organization. It could be organizations that are further along in their adoption of the CS and that can guide you, or organizations that are at a similar stage, with whom you can work in tandem. Working together - sharing challenges and successes, seeking outside guidance, and developing common solutions - can help each organization advance more quickly and achieve greater impact. External mentorship and donor encouragement can be important to convince your leadership to commit to the CS.</p> <p>Have your organization become a member of CMP and use this to promote (internally and externally) your organization's commitment and leadership in improving conservation practices. Become actively involved in the CCNet and CMP learning initiatives to keep up to date on the latest CS developments. You can also try to establish discussions between leaders of your organization and leaders from other CMP organizations so that they can exchange their experience and opinions about the CS.</p>	<p>Henry, S. (2021). <a href="#">Adopting the Conservation Standards to strengthen management of Guyana's National Protected Areas System.</a></p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition.</a></p>

ID	Activity	Details	Evidence
04*	Determine business need for improvements in conservation practices	<p>We suggest that key individuals (often those in a broad evaluation role) seek management support to use the Conservation Capability Maturity Model (CMM) to identify where their current capabilities reside, and quickly raise awareness on areas for improvement. This analysis is often easier to do in the lead up to a strategic planning exercise. Do the exercise at a scope that is achievable, ranging from a single program through to the entire organisation. You can work through the entire model or only focus on the highest priority functions.</p> <p>Start by reviewing and refining the Conservation Capability Maturity Model (CMM) to adapt the language to suit the organisation. Agree on the process for using the model and the people to be involved. <a href="#">Theses slides</a> are provided to help you run a CMM workshop. Aim to build awareness amongst staff and leadership of the gap between current capabilities and those offered at higher levels; emphasizing the productivity and effectiveness benefits that could be obtained. The selected areas for improvement will then form the scope of the next phase of incremental improvement of conservation practices.</p>	<p>Stewart, A. (2018). <a href="#">Conservation Capability Maturity Model, A tool for assessing and improving performance of conservation organisations</a>. In: Improving the practice of conservation by improving the management of conservation. V 1.2. 21 p.</p>

05	<p>Explain the CS and document people's opinions</p>	<p>Start by providing a quick overview on the CS to bring everyone to the same basic level of understanding. Use the latest <a href="#">CS overview training presentation</a>. You can also use <a href="#">this presentation</a> to introduce the concept and process for CS adoption.</p> <p>You can use this <a href="#">model planning needs survey</a> to quickly get an understanding of staff perception and experience applying the CS and using Miradi. The purpose of the survey is to better understand how you can support staff as they seek to adopt the CS and how you can make applying them as easy and as beneficial as possible. Make sure you include open ended question to allow people to share their views</p> <p>You can also organize smaller one-on-one meetings with a less formal approach to determine practitioner's needs, concerns, and motivations. Schedule time to give all sides time to think through the problems and bring up all the facts. You can then organize a short workshop to go over the survey results. Let people talk themselves out. Ask them questions and encourage them to express their ideas fully, let them finish their thoughts. Be empathetic, listen patiently and with an open mind. Empty yourself of personal agendas, set aside your self interest, study other people's angle carefully and show them you are doing it. Be aware of other people's emotions: pay attention not only to what people say but also to how they say it. Do not resist, defend or debate; this only raises barriers. If a person makes a statement that you know is wrong, try to examine the facts. Try to build bridges of understanding; don't build higher barriers of misunderstanding. It is a lot easier at this stage to agree to think about their points than to move rapidly ahead and find yourself in a position where your</p>	<p>Adkins, L. (2010). <i>Coaching agile teams: a companion for ScrumMasters, agile coaches, and project managers in transition</i>. Pearson Education India.</p> <p>Carnegie, Dale. (2010). <i>How to win friends and influence people</i>. Simon and Schuster.</p> <p>Goleman, D. (2005). <i>Emotional intelligence</i>. Bantam.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a>.</p> <p>Relton, C., Cochrane, E. (2020, September 29). <a href="#">Partnership Adoption of the Conservation Standards</a>.</p>
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ID	Activity	Details	Evidence
		challengers can say: "We tried to tell you, but you wouldn't listen". Show people you care more about them than about the CS.	
06	Define scope of improvements and "relevant" practitioners	<p>Identify a subset of the organization to work with first. It could be specific groups or specific processes within the organization. CS adoption is usually done through many iterations with different groups, starting with small groups that are close to you and slowly working your way towards larger and more distant groups. Be clear on the nature of the desired changes but also on unacceptable or out of scope changes. Don't fix what isn't broken. Do not promise anything that you cannot deliver on.</p> <p>"Relevant" practitioners could be anyone who will be affected by CS adoption. They will generally be comprised mostly of conservation practitioners but could also include information users, senior management, partners, and donors. Identifying the right practitioners is critical and needs to be reevaluated on a regular basis to adapt to changing circumstances.</p>	<p>Aiken, C., Keller, S. (2009). The irrational side of change management. <i>McKinsey Quarterly</i>, 2(10), 100-109.</p> <p>Bush Heritage Australia. 2021. Personal communications.</p> <p>CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).</p> <p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.</p> <p>Goleman, D. (2005). <i>Emotional intelligence</i>. Bantam.</p> <p>Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.</p>

07	Create a compelling and bold business case	<p>Create the right compelling and bold vision to direct the effort and develop bold strategies. Planning a change is complex so the vision will be extremely important to help people move along even without a clear path forward. Make sure the vision is oriented towards providing services to people or delivering more impact for nature, as this will make people feel good (see <a href="#">this exercise that can help</a>). It will help ensure that inefficient processes and unnecessary expenses are no longer acceptable and will help you justify the costs of your change initiative. The vision must be broad enough to encompass the organization and the relevant interrelationships. If it helps to get people's attention, you can talk about the vision starting with a more focused discussion on a specific topic of interest or you can define a handful of visions describing different scenarios of the future and then select one.</p> <p>Build a compelling and simple story with the "relevant" practitioners. Look for opportunities and problems that will get people's attention (see <a href="#">this exercise that can help</a>). Do not hesitate to use creative means to make enough people start to feel like this is part of the organization's top priorities. The need for change must be vivid, interesting, and dramatic, conveyed through an eye-catching image that is hard to forget and that evokes a feeling that something must be done. The story needs to allow people to clearly understand the point of the change, either problems, solutions, or progress, and agree with it. Share both positive and negative potential impacts. A story that is only focused on what's wrong will invoke blame and create fatigue and resistance. A story that is only focused on the positive sides will create a sense that you may be hiding information. Do not solely focus on efficiency and costs as this can be depressing and create anxiety. Appeal to people's emotions. People often evaluate based on gut feeling before they make rational decisions. You will need to</p>	<p>Aiken, C., Keller, S. (2009). The irrational side of change management. <i>McKinsey Quarterly</i>, 2(10), 100-109.</p> <p>CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).</p> <p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.</p> <p>Goleman, D. (2005). <i>Emotional intelligence</i>. Bantam.</p> <p>Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a>.</p>
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ID	Activity	Details	Evidence
		<p>acknowledge their frustrations, find the sources of their worries, and address them (how likely is this to occur, are there alternative events, what constructive steps can we take to prevent this from happening, how is worrying about this helping improve the current situation?). Be careful not to use criticism as it may backfire. Be careful not to use fear as it can turn into anxiety, self-preservation and become a liability. This story needs to lead to a feeling of empowerment and encourage teamwork. You can use <a href="#">these key messages if it helps</a>.</p> <p>Try to present a similar change in another organization, if possible, bring someone from that organization to present, so that people see it is possible, gain confidence and start saying: "if they could, why couldn't we?".</p>	

ID	Activity	Details	Evidence
08	Choose the appropriate communications method and manage expectations	<p>Favor in person or video communications over written communications as it helps convey emotions. Limit the size and number of your messages and use technologies to unclog communication channels. Encourage the use of intranet pages to communicate routine messages and allow people to find the information that is relevant to them when they need it for action, instead of pushing emails to all employees.</p> <p>You can try and anticipate questions (what does this mean for me?), prepare clear, simple, and accurate answers in a QA document and rehearse your answers using role play within your team. People's reaction can come out as emotion driven statements more than questions. You need to answer quickly, with conviction, without becoming defensive, acknowledge and respond to the emotions as well as provide the facts. You can add analysis and numbers if you audience demands it, but it will rarely motivate people in a big way. Analytical tools work best when parameters are well known, assumptions and uncertainty are minimal.</p> <p>You can try <a href="#">those exercises</a> to measure the effectiveness of your communications, adapt and improve them as needed.</p>	<p>Aiken, C., Keller, S. (2009). The irrational side of change management. <i>McKinsey Quarterly</i>, 2(10), 100-109.</p> <p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.</p> <p>Goleman, D. (2005). <i>Emotional intelligence</i>. Bantam.</p> <p>Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.</p>
09	Identify dedicated funding sources	<p>Obviously, you may not find funding right away and this will be a constant effort, but you should start trying right from the start, and seize every opportunity that passes. Try to see if you can get support from funders that are a member of the CMP.</p>	<p>Henry, S. (2021). <a href="#">Adopting the Conservation Standards to strengthen management of Guyana's National Protected Areas System</a>.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a>.</p>

**O2: Plan improvements to conservation practices**

The amount of planning that will be done will depend on the nature and the size of the change you want to bring about. Agile approaches are frequently adopted for software application development, where what the end product will look like is not known at the beginning of the process, so agile teams plan by prioritizing and incrementally meeting user needs instead. Following the agile approach, features are grouped into self-contained sprints that can be completed in 1 to 3 weeks. User stories are developed to focus the work on user needs. These stories are then prioritized and selected to be answered during each work sprint. Solutions that meet the user's needs are selected or developed, tested, and improved. This method allows the priority user needs to be addressed as quickly as possible.

Evidence:

Carnegie, Dale. (2010). *How to win friends and influence people*. Simon and Schuster.

Kotter, J. P., Cohen, D. S. (2012). *The heart of change: Real-life stories of how people change their organizations*. Boston, Mass.: Harvard Business School Press.

Layton, M. C., Ostermiller, S. J., Kynaston, D. J. (2020). *Agile project management for dummies*. John Wiley Sons.

ID	Activity	Details	Evidence
01	Determine priority training needs	<p>Adopt a "field and forum" approach where trainings are spread over a series of sessions and work is assigned in between. Create work assignments that link directly to the day jobs of participants, requiring them to put into practice the new mindsets and skills in a way that are hardwired into their responsibilities.</p> <p>Use the results of your <a href="#">planning needs survey</a> to determine where training is needed. You can also use CMP's audit tool to prioritize projects for coaching and support and identify critical areas for improvement across the organization.</p>	<p>Aiken, C., Keller, S. (2009). The irrational side of change management. <i>McKinsey Quarterly</i>, 2(10), 100-109.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a>.</p>

ID	Activity	Details	Evidence
02*	Build results chains to address barriers and capitalize on motivators	<p>When you have heard people out, look for common desires or win-win situations.</p> <p>Identify the benefits the other people will receive from doing what you suggest.</p> <p>Dwell first on the points and areas on which you agree and show people how you will solve their problems. Identify potential / perceived winners and losers. Costs and benefits will likely not be spread equally amongst practitioners. If you wish to adopt an agile approach, note the win-win situations in the form of user stories (as [role], I [want], [goal], so that [reason]). Set realistic and altruistic objectives for CS adoption. Set objectives that are relevant to the different teams that will be affected by CS adoption and that will convey the idea that they will personally benefit from the change.</p> <p>If you want others to adopt the CS, you need to lead by example. Your first demonstration project might be your own. Same goes for Miradi, if you want others to adopt it, you may need to show the way by adopting it yourself. Use the results of your <a href="#">planning needs survey</a> to build results chains that will help you capitalize on the main motivators and address the main barriers to the adoption of the CS and Miradi.</p>	<p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a>.</p>

ID	Activity	Details	Evidence
03	Develop and promote a work plan for top priority areas	Based on your analysis of organizational needs related to conservation practices, develop a work plan for priority areas by fleshing out activities under the selected strategies. You can group selected areas for improvement together in one results chain and park the others in another results chain to remove clutter in the diagrams. Break down the work into manageable pieces that will create quick results, and try to schedule them roughly to identify some actions for the short term, mid-term and long-term. If you are using an agile approach, this involves selecting the top priority user stories that will be delivered during the first sprint. You will create a detailed work plan, but only for the selected user stories, not for the entire project. Target board members and senior management with communications on future plans.	<p>Bush Heritage Australia. 2021. Personal communications</p> <p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuste.</p> <p>Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.</p> <p>Stewart, A. (2018). <a href="#">Conservation Capability Maturity Model, A tool for assessing and improving performance of conservation organisations</a>. In: Improving the practice of conservation by improving the management of conservation. V 1.2. 21 p.</p>
04	Identify pilot project	This could include starting a new project with increased use of the CS but also retrofitting existing projects with additional CS components (e.g., developing results chains or analyzing results and adapting the plan). Those early adopters will help encourage others.	<p>Relton, C., Cochrane, E. (2020, September 29). <a href="#">Partnership Adoption of the Conservation Standards</a>.</p> <p>Stewart, A. (2018). <a href="#">Conservation Capability Maturity Model, A tool for assessing and improving performance of conservation organisations</a>. In: Improving the practice of conservation by improving the management of conservation. V 1.2. 21 p.</p>

ID	Activity	Details	Evidence
04	Promote benefits and incentives for CS adoption	A major factor in motivating people is the nature of the work itself, if the work is exciting and interesting, people will look forward to doing it. An effective way to get things done is to create a desire to excel through challenges and by stimulating competition. People like games, self-expression, competitions, a chance to prove their worth, to feel important. Try to synchronize people's evaluation and rewards with the direction of the change and make sure they will be rewarded for trying and not punished if they fail.	<p>CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).</p> <p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.</p> <p>Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.</p>

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### 03: Improve conservation practices

Although this comes as the third step, it is OK, or even desirable to start with this step if your organization is experiencing a crisis. You first need to put out the big fires, otherwise people will not have the attention or energy to tackle the bigger transformations. You can then use the short term wins to go back to assessing the change: get people's attention, and build a compelling story.

Evidence: Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.

ID	Activity	Details	Evidence
01	Document your organization's version of the CS	Develop guidance documents and report templates that reduce the complexity of CS and tailor them to the needs and capacity of your organization. Include case studies and examples that demonstrate the effectiveness of applying the CS and that are relevant to your organization's situation and approaches. Decide what portions of the CS will be required for new projects and set a schedule for retrofitting existing projects to the CS. Ensure that you take into account existing donor requirements and expectations, as well as staff's varying levels of comfort with the CS and Miradi. Use the results of the <a href="#">planning needs survey</a> and the <a href="#">CMP's audit tool</a> to ensure that you build on existing organizational strengths and focus on areas that provide most benefits.	Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a> .
02*	Train people on priority needs	Use the latest presentations in the <a href="#">CS's resource library</a> .	Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a> .
03*	Use pilot project(s) to showcase benefits	Use pilot project(s) to build awareness of the benefits from improved quality of projects and systematization of information; aim to build a groundswell of support to encourage others to try, and to generate interest amongst leadership group.	Relton, C., Cochrane, E. (2020, September 29). <a href="#">Partnership Adoption of the Conservation Standards</a> .  Stewart, A. (2018). <a href="#">Conservation Capability Maturity Model, A tool for assessing and improving performance of conservation organisations</a> . In: Improving the practice of conservation by improving the management of conservation. V 1.2. 21 p.

04	Empower action and create short-term wins	<p>You need to walk the talk immediately after announcing the change to lower cynicism. Do not underestimate the impact of inconsistencies with the changes you are bringing. Minor changes are often a necessary step towards larger change efforts. It is better to do a simple improvement today, and change it after, if necessary, then to do a more complex improvement later, that may never be used anyway. You can use analysis to determine which minor change will generate the biggest "bang for the buck". Given you cannot literally "give power", you need to continuously prioritize removing barriers (organizational and emotional) that block those who have genuinely embraced the CS. This will help lower frustrations. Barriers could be related to inadequate information, information systems, restrictive rules, confusing or time-consuming processes or lack of self-confidence. People don't have time to do more work. When you add work through increased requirements, try and remove an equivalent amount elsewhere by streamlining processes and removing inefficiencies. Make sure successes are visible, unambiguous, and speak to what people deeply care about.</p> <p>Also ensure that there is an efficient process in place for people to get the support they need when they need it, whether it is from you or from other peers. Staff will require significant ongoing guidance, mentorship, and problem solving in order to effectively implement their planned actions and monitoring. After years of failed attempts to change, people can start to think that they or the organization is not capable of successfully adopting change. Find and support people in your team that can help others soothe their feelings so that people know where to go for emotional support. Those people with high emotional intelligence will be able to connect with people and read their emotions, lead, and organize groups and handle disputes.</p> <p>If using agile approaches, you should be able to deliver short-term wins at every sprint</p>	<p>Adkins, L. (2010). <i>Coaching agile teams: a companion for ScrumMasters, agile coaches, and project managers in transition</i>. Pearson Education India.</p> <p>CAML. 2020. Generic Action 3.1: Outreach and Communications, v 2.20. Conservation Actions Measures Library (CAML).</p> <p>Goleman, D. (2005). <i>Emotional intelligence</i>. Bantam.</p> <p>Kotter, J. P., Cohen, D. S. (2012). <i>The heart of change: Real-life stories of how people change their organizations</i>. Boston, Mass.: Harvard Business School Press.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a>.</p>
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ID	Activity	Details	Evidence
		<p>(1-4 weeks), which are well tied to highest priority user stories and hence deliver on people's highest needs. This involves the project team delivering the tasks that are required to meet the selected user stories. The team should use quick and frequent "stand up meetings" to keep each other up to date, identify and address barriers to progress.</p>	
05	Use champions and leaders to send positive reinforcements	<p>Keep board members and senior management up to date on progress to develop a common desire for change and continuing improvement. Sending clear, credible, and heartfelt messages about achievements and the direction of change. Praise the slightest and every improvement. Give people a fine reputation to live up to. Use encouragement, give honest and sincere appreciation (not insincere flattery). Use repetition, symbols and don't communicate only facts, also use communications to appeal to people's emotions. People unconsciously imitate emotions displayed by others, so find the appropriate messenger (it could be you or someone else). Use quotes from, organizational and program leaders or funders. Document and share teams' successes that can be attributed to the adoption of the CS. Use external recognition of your progress by others in the CMP and CCNet communities to reinforce your organization's commitment to the CS.</p> <p>If you are to criticize another person, talk about your own mistakes first. You can also start with a sincere praise about what was done well, followed by calling attention to the behavior you would wish to change. Call attention to people's mistakes indirectly, by using "and" rather than "but"; this will prevent the other person (especially sensitive people) from thinking that the praise was just a lead-in to a critical inference of failure. When delivering criticism, be present, sensitive, offer a solution and make people's faults seem easy to correct.</p>	<p>Carnegie, Dale. (2010). How to win friends and influence people. Simon and Schuster.</p> <p>Goleman, D. (2005). <i>Emotional intelligence</i>. Bantam.</p> <p>Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a>.</p>

ID	Activity	Details	Evidence
06	Use appropriate conflict management techniques	<p>Misunderstandings are rarely ended by an argument but by tact, diplomacy, conciliation, and a sympathetic desire to see the other person's viewpoint. If conflicts arise, first do nothing, and let the team navigate the conflict by themselves. Try reframing the situation in more positive terms and bring the team back to their vision, goals, and objectives to see if people can move on. If this does not work, gather facts, plan discussions on potentially contentious topics ahead of time, determine the best way to approach the situation and get to the desired results. During discussions, acknowledge people's emotions, ask open ended questions to clarify what people mean, ask people to listen and not to react tight away, and then ask the team to negotiation to decide on a satisfactory outcome or compromise. Try revealing common levels of conflicts, ask people to assess the current level and to identify the most appropriate response (see <a href="#">this document that can help</a>). Use mediation as a last resort as it puts you in the driver's seat. Your goal should be to support the team's self-organization: everything you do for your team is one less thing they know how to do for themselves. Unsolvable conflicts do exist and may be tolerable by increasing positive interactions.</p> <p>Do not carry anonymous complaints as this prevents full understanding of the situation from all parties. Listen and let the complainer know you will do nothing. When they are ready to resolve the situation, invite the complainer to cary complaints themselves, offer to be present or let the complainer know that you will share that they have express concerns.</p>	<p>Adkins, L. (2010). <i>Coaching agile teams: a companion for ScrumMasters, agile coaches, and project managers in transition</i>. Pearson Education India.</p> <p>Carnegie, Dale. (2010). <i>How to win friends and influence people</i>. Simon and Schuste.</p> <p>Goleman, D. (2005). <i>Emotional intelligence</i>. Bantam.</p>

ID	Activity	Details	Evidence
07*	Identify and try to address resistor's concerns	<p>Go back to your analysis of motivators potential barriers. Add new ones you have learned along the way. Ensure you have sufficient resources to address issues that are making people resist. No ducking the more difficult parts of the transformation, especially the bigger emotional barriers.</p> <p>Unfortunately, direct, or indirect supervisors who do not buy into the change and shut down their employees are common barriers. You should try to explain the situation to those creating the problem and try to get to the more fundamental reasons for their resistance. If this does not work, then try to reinforce the feeling of urgency and the vision or get someone involved that has influence (not authority) over those people.</p>	Kotter, J. P., Cohen, D. S. (2012). The heart of change: Real-life stories of how people change their organizations. Boston, Mass.: Harvard Business School Press.

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#### 04: Analyse adapt improvements

ID	Activity	Details	Evidence
01*	Use org's experience to improve and promote CS adoption	<p>Ensure that you capture and learn from innovations and adaptations to the CS that could provide benefit and lift barriers for practitioners.</p> <p>You will make mistakes, and people will find out about them, be honest. Look for areas where you can admit you have made errors and apologize for your mistakes. Anyone can try to defend their mistakes - and most do - but it will make you and others feel better to admit mistakes. Say about yourself all the things you know other people say or want to say about you. Chances are:</p> <ul style="list-style-type: none"> <li>• people will be inspired to be just as humble, forgiving, fair and open-minded as you are,</li> <li>• other people will admit to their own mistakes,</li> <li>• defensiveness will be reduced, and mistakes will be minimized,</li> <li>• your challengers will be weakened,</li> <li>• arguments will be more easily resolved,</li> <li>• performance will be increased.</li> </ul>	<p>Adkins, L. (2010). <i>Coaching agile teams: a companion for ScrumMasters, agile coaches, and project managers in transition</i>. Pearson Education India.</p> <p>Carnegie, Dale. (2010). <i>How to win friends and influence people</i>. Simon and Schuster.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a>.</p>
02*	Assess effectiveness of improvements to conservation practices	<p><a href="#">CMP's audit tool</a> can help determine the extent to which staff are using the CS, prioritize projects for coaching and support, and identify critical areas for improvement across the organization. Analyse CS adoption indicators to see what is working and what is not and show that the CS is an effective way to improve conservation results and impacts.</p>	

ID	Activity	Details	Evidence
03	Improve processes and systems	Build systems and processes that are in line with the new behavior. Make sure that organizational processes are constantly updated to reflect the latest improvements that are being adopted in your organization. Build awareness of how systematised conservation information streamlines workflows in other parts of the organisation. Generate support amongst staff in support roles and those responsible for other business processes, to integrate systems and streamline workflows. Make it as easy as possible for teams to get information into Miradi and for all consumers of project information to get data out of Miradi.	<p>Aiken, C., Keller, S. (2009). The irrational side of change management. <i>McKinsey Quarterly</i>, 2(10), 100-109.</p> <p>Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition</a>.</p> <p>Stewart, A. (2018). <a href="#">Conservation Capability Maturity Model, A tool for assessing and improving performance of conservation organisations</a>. In: Improving the practice of conservation by improving the management of conservation. V 1.2. 21 p.</p>
04*	Root the CS into organization culture	Ensure that the people continue to act in new ways, despite the pull of tradition and staff turnover, by rooting behavior in reshaped organization culture and policies. Using the employee orientation process, the promotion processes, and the power of emotion through recognition events to enhance new group norms and shared values. This has to be done across the organization and partner organizations.	Kotter, J. P., Cohen, D. S. (2012). <i>The heart of change: Real-life stories of how people change their organizations</i> . Boston, Mass.: Harvard Business School Press.

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#### 05: Share your learning about CS adoption

ID	Activity	Details	Evidence
01	Help build global and local support for the CS	Share your skills, knowledge and lessons learnt with your partners through capacity building and support to increase your collective impact.	Relton, C., Cochrane, E. (2020). <a href="#">Partnership Adoption of the Conservation Standards: Winner Case Study Competition.</a>
02*	Share your journey with the community	<p>This can be done by including your case study into this project, presenting it to the or to the . If you feel comfortable with this, make the Miradi Share project that you use to plan the adoption of the CS public, so that others can refer to and learn from it.</p> <p>Another way could be to set up a support group between individuals managing the adoption of the CS or trying to improve conservation planning practices within their organization. Regular remote meetings could be held for people to openly discuss issues and find solutions in a safe environment (e.g., no judgements, meetings not recorded, no note taking). It can be difficult to find the time to document organizational experience in adopting the CS. It would be preferable if the format of those meetings required little or no preparation from participants.</p> <p><a href="#">CCNet-CMP case study competitions</a><a href="#">CMP mini webinars</a></p>	Henry, S. (2021). <a href="#">Adopting the Conservation Standards to strengthen management of Guyana's National Protected Areas System.</a>