



## WHITE PAPER

# The “Creating Energy for Change” Formula

## Introduction: Why Energy Matters

The UK’s voluntary sector comprises over 166,000 registered organisations and contributes more than £69 billion to the economy annually. Yet membership bodies and charities now operate in an environment of rising demand, funding constraints, and fast-moving digital expectations. 76% report that “digital is a top priority”, while 45% list it among their *top organisational* priorities.

To thrive, organisations must not only *plan* change but *energise* people to deliver it. The Energy for Change Formula offers a simple, evidence-based way to diagnose and increase readiness for transformation.

There are three reasons why energy matters:

- Shifting member expectations: personalisation, on-demand services, hybrid events.
- Regulation & governance: Charity Governance Code, Fundraising Regulator guidance.
- Technology disruption: 61 % of UK charities already experiment with AI tools in daily operations.

Traditional change programmes often stall not because the *strategy* is wrong, but because people’s energy is underestimated. Energy - the fusion of rational conviction and emotional commitment - is the fuel that turns plans into reality.



## The Energy for Change Formula

The energy for change formula is defined as:

$$EC = DSQ \times CD \times CNS \times INS$$

Where:

- DSQ = The felt need to move away from current reality.
- CD = How vivid and compelling the shared vision of the future is.
- CNS = How well people understand the immediate actions required.
- INS = The degree to which people help shape those actions.

Each factor is scored 1 – 5 (low → high). Multiply the four scores to obtain an Energy for Change (EC) index ranging 1 – 625.

### Example Team Score

EC score	DSQ	CD	CNS	INS
120	5	4	3	2

A score  $\geq 100$  for 80% of participants signals a solid foundation for most change programmes.

## Diagnosing Your Current Energy

1. Pulse survey – Use the four questions on p. 17 to capture baseline scores.
2. Workshop poll – Allocate five minutes at your next team meeting; display aggregated results live.
3. Heat-map – Plot scores by department, volunteer group, or board to locate pockets of resistance.

**Tip: Repeat quarterly to track momentum and intervene early when energy dips.**



## Maximising Each Component

### **Boosting Dissatisfaction with the Status Quo (DSQ)**

- Data stories – Present impact metrics vs. sector benchmarks.
- Member voice – Share verbatim feedback; invite members to board meetings.
- External catalysts – Highlight policy shifts (e.g., Charity Commission guidance) creating urgency.

### **Sharpening Clarity of Direction (CD)**

- One-page vision – Craft a vivid description of “success in 2027”.
- North-star metrics – Define no more than three headline KPIs linked to mission.
- Storytelling – Use narrative scenarios to translate strategy into human terms.

### **Clarifying Next Steps (CNS)**

- Road-mapping – Break 12-month milestones into 90-day sprints.
- Quick wins – Identify two low-risk deliverables to prove momentum within eight weeks.
- RACI matrix – Map responsibilities to avoid duplication.

### **Deepening Involvement in Next Steps (INS)**

- Co-design workshops – Invite staff, volunteers, and even members to shape pilots.
- Task-and-finish groups – Time-boxed teams empowered to prototype solutions.
- Transparent feedback loops – Publish decisions and rationales to build trust.



## Applying the Formula in a Membership Context

### Common Scenarios

Scenario	Typical Pain-Point	High-Energy Tactics
Membership tier redesign	Legacy benefits mis-aligned with member needs	Co-create value propositions with a member reference group (↑ INS)
Digital platform upgrade	Staff fear of tech & data migration	Daily demo sessions & sandbox access (↑ CNS)
Governance restructure	Trustee concern over power shift	External benchmarking of peer models to raise DSQ

## Measuring and Sustaining Energy

- Quarterly surveys supplemented by qualitative “energy interviews”.
- Heat-map dashboards to trigger micro-interventions.
- Recognition loops: celebrate teams that maintain EC > 250 for two consecutive quarters.

## Governance, Risk & Ethics

- Align change initiatives with the Charity Governance Code’s principles of Organisational Purpose and Leadership.
- Conduct an Equality Impact Assessment on all major change projects.
- Embed data privacy by design into digital upgrades to comply with UK GDPR.

## Conclusion: Your Next Move

Change is inevitable; *energy* is optional. Schedule an Energy for Change pulse survey within the next 30 days and use this white paper as your field guide to build unstoppable momentum.



## Worked Example

If your level of dissatisfaction with the status quo is high (you are generally dissatisfied), you might score this a four or five out of five.

- DSQ=5

If you are clear on your organisation's vision and strategy you might score this a four or five out of five.

- CD=4

If you are quite clear what the next steps are in achieving this vision and strategy, you might score this a three or four out of five.

- CNS=3

If you know what the next steps are but have not been directly involved in defining those next steps, you might give that a two or three out of five.

- INS=2

This means your Energy for Change formula might look something like this:

- $EC=DSQ*CD*CNS*INS$
- $EC=5*4*3*2$
- $EC=20*3*2$
- $EC=60*2$
- **EC=120**

The higher the Energy for Change score, the more likely a person is to engage with your change programme with positive energy; people are at their most powerful when energy and positive feelings come together.

Intercloud9 would suggest that Energy for Change scores higher than 100 for 80% participants is a good starting point for most change programmes.