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| Change Plan Template |
| Your Change Objective: |
| HOW WILL I…… | **PLANNING QUESTIONS** | **POTENTIAL FAILURE POINTS** | **YOUR PLAN IS……** |
| Increase urgency…..how will I get 60-70% of people accepting that change is necessary before change begins? | * For affected employees and NPDC: What are the costs/risks of not changing and the benefits of changing?
* What compelling evidence can I provide that proves the need for change?
* What is the best way to communicate the need to change?
* Who should be involved?
 | Not establishing a great enough sense of urgency. Not making it personal. Moving to the next phase too quickly. Allowing people to be paralyzed by the news. Good overall performance. Less than 60-70% believe there’s no option.  |  |
| Build guiding teams… whose support and involvement will you use to help you lead the change successfully? | * Whose support must you have?
* What role do you want them to play?
* Who are the key influencers in the group you wish to make change?
* How will you win that support?
 | Key influencers not supportive. Too few. Too Junior. Line managers not HR, quality, BI. Ineffective change teams. |  |
| Get the Vision Right…what is a simple description you will use to describe the outcome you are after that appeals logically and emotionally to participants? | * What simple, clear statement sums up the outcome we are after?
* Does it convey a logical and emotional reason to change?
* Can you communicate it in 60 seconds?
 | Unclear what you are trying to achieve. Just platitudes. Too complex. To general. Not understood.  |  |
| Communicate for buy-in ….how will you communicate sufficiently and with tailored messages until the change is successfully embedded? | * What does your Change Evaluation analysis tell you about how best to persuade various sub groups?
* How will I involve people and get feedback?
* Who should lead the communications?
* Key messages? Channels? Frequency?
 | Under communicating. Not repeating. Wrong leaders. One way. Inadequate volume. Too high level. Lack of involvement. Stopping too early. |  |
| HOW WILL I……? | **PLANNING QUESTIONS** | **POTENTIAL FAILURE POINTS** | **YOUR PLAN IS……** |
| Enable action…..how will I remove as many barriers as possible to people embracing the change? | * What will get in the way of people supporting change and what can we do to remove those barriers?
* Who will resist and why?
 | Change seen as ‘costly’, risky, likely to fail, unfair, unnecessary, no way back. Lack of skills, tools, time etc. |  |
| Create short term wins…how will I grow momentum and conquer resistance by showing the plan is working? | * What does success look like?
* How will everyone know we are succeeding?
* How will we make small corrections to keep us on track?
* How will I use short term wins to enroll resisters?
 | Not systematically planning for and creating short-term wins. No compelling evidence within a short time.  |  |
| Not let up……how will I keep people working on the change when they are tempted to slow down? | * What does FINAL success look like?
* How will I revitalize people’s commitment?
* How will I get feedback about where people think we are vs. our objectives?
* How will I avoid people declaring ‘victory’ and going home?
* How will we celebrate ‘victory’ when it arrives?
 | Declaring victory too soon. Fatigue. Resisters will join any early declaration of success (so they can avoid changing). |  |
| Make it stick……..how will I avoid us sliding back down the hill? | * How will I show that the promised benefits are being achieved?
* How will I reward continued delivery of the new results or behaviours?
* What can I break, change or remove to make it hard to revert to the ‘old way’?
 | Not anchoring changes in your culture. Not changing systems. Not teaching new skills. No rewards, promotion, celebration.  |  |