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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. |  |