

# CHANGE MANAGEMENT PLAN WORKBOOK AND TEMPLATE



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## **Purpose of this document**

The Change Management Plan has been developed to assist the Business Process Owner. It is useful when a change is made to a process or system to ensure that it is implemented effectively into the business. It assists in designing and estimating the scale of the change effort, mobilising the will to change and gaining the buy-in.

## **The Change Management Process**

Change management is a process that should be included in the planning and delivery of a project from the very beginning. Often times change is not taken into consideration in the development of project plans. It is for this reason that change management has been addressed as a separate component of the usual project methodology that you may be currently using. Once the change management plan has been developed it should be integrated with the project plan and can be included at any point after start up.

This change management plan template provides the necessary flexibility required and is designed to meet the needs of the project irrelevant to the phase of the project.

The change management process has three stages, and should be considered alongside the nature and magnitude of the change.

## Change Management Process

FIGURE 1 – DETAILS OF CHANGE

Details of Change	Implementation of Change	Review of Change
<ul style="list-style-type: none"> <li>• Identify the change</li> <li>• Particulars of the change</li> <li>• Change Approach</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Strategies</li> <li>• Release Strategies</li> </ul>	Appraisal of change strategy



- |   |
|---|
| Schedule of activities<br>Action Plan<br>Communication Plan<br>Forward Plan<br>Training Plan<br>Employee Change Readiness Plan<br>Release Plan<br>Review Strategy |
|---|



<b>Change Management Plan</b>
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## CHANGE MANAGEMENT PLAN WORKBOOK

### How to use this Toolkit

The following toolkit takes you through a series of steps that help to identify each of the key components of the change management process. This tool will help build a roadmap to effectively design, plan, lead and monitor the change.

The format of the toolkit consists of two sections:

**Section One** is the Change Management Plan Workbook which is broken down into the three states of change and provides guidelines, processes and checklists to help you analyse the change for successful implementation of your project.

**Section Two** is a template that can be completed while working through the workbook activities. This information will provide the basis for the development of successful change management plan.

### STAGE A: DETAILS OF CHANGE

#### STEP 1 – IDENTIFY THE CHANGE

At the end of this step you will have:

- Identified the situation that has brought about the change
- Identified the size and the characteristics of the change
- Defined the current state
- Defined what the future will look like
- Identified the concept shifts
- Identified the organisational readiness to change

##### 1.1 Type of change

Describe the type of change.  
Which of the following does it look like?

- Policy change
- Process change
- System change
- Changed job roles
- Scale of the change – large or small
- Speed of change – fast or slow
- Other

##### 1.2 Reason for the change

Describe the reason for change – example: Business benefit.

### 1.3 Scope the change

- Describe who in the business it includes
- How far reaching in the organisation is the change?
  - Department
  - Work Groups
  - Business Unit
  - People
  - Systems
  - Other

Division

- Is it the same for each of business units?

### 1.4 Where are you now?

- Describe the situation in the organisation currently
- Describe the problem
- What is the cause?
- Define the context and challenges surrounding your initiative

### 1.5 Where do you want to be?

- Describe what the future state will bring
- Describe what it will feel like
- Describe what it will look like
- Describe what you will see people doing / saying
- Describe what will be done differently
- Describe what roles will be affected in the organisation and how
- Describe what will improve

### 1.6 What are the five (5) concept shifts required for this change to occur?

In order to bring about this future state it will require new ways of thinking. This is usually brought about by a paradigm or mind shift.

- Describe what will be the gap
- Describe how people will need to think differently about this change

## 1.7 Check organisational change readiness

- A detailed readiness checklist must be completed to ensure all elements of the change have been addressed.
- Identify preliminary work to be assessed prior to implementation
- Training needs analysis
- Workforce capacity

## STEP 2 - PARTICULARS OF THE CHANGE

At the end of this step you will be able to:

- Consider a range of options, solution and actions to implement the change
- Estimate the cost of change
- Assess the risks involved in implementation of the change

### 2.1 How will you get there?

There will be a number of areas in the organisation that will be impacted on as result of this change and each area needs to be given consideration.

Rational

- Do you need a new organisation structure?
- Do you need new systems?
- Will you need new processes?

Non-rational

- What relationships will change?
- Will the culture embrace or reject this change?
- How will the stakeholders share information and transfer knowledge?

### 2.2 Process Change

Process changes tend to be more complex so you may want to consider the following questions to add more clarity.

- Does this change represent a completely new process for the organisation, or a different application of an existing process?
- What are the major changes to processes? (*You may need to 'break this down' into discrete components to allow tangible descriptions*)
- What is going to be done differently? (*You may need to 'break this down' into discrete components to allow tangible descriptions*)

## 2.3 People Change

In the process of making this change there may be an effect on people's job roles and responsibilities. Change will invariably confront many relationships especially those that require a set of new behaviours.

- What roles within the organisation are affected, and how?
- What pre-requisite knowledge or training is required?
- What work practices will be affected?
- Is there a need for new relationships to be built? (third party)
- What new behaviours are required?

## 2.4 Information Sharing

Throughout the process of change, information will be distributed and interpreted by staff in many different ways. It is this process that will be important in managing the expectations and dealing with the rumour mill.

- What policies and procedures need to be changed?
- What methods are used for sharing current and updated information and does there need to be new channels developed (Intranet, daily messages etc.)
- What processes are in place to manage the knowledge about the project?

## 2.5 Cost of change

Understanding the real cost to the organisation in implementing a change initiative is one way of overcoming key barriers to successful change. Gaining the right level of resourcing is important and should be considered upfront.

- What would be an estimate of the total cost for the activities required to carry out the change initiative?
- Where will the funds come from?
- Has this been negotiated with the customer and sponsor?

## 2.6 Risk Assessment

In the process of considering the different aspects of the change we need to consider what might happen leading up to and implementing the change as well as what may be the unintended consequences of the change. Keep in mind that the larger and more disruptive the change the greater the risk whereby small and incremental change will have less risk. The Risk Matrix will allow you to assess the likelihood and consequences of the change to indicate whether the activity is low, medium or high risk to the project.

- What risks may occur upfront, during implementation and after implementation?
- What tactics will you put into place to minimise these risks?

## STEP 3 – CHANGE APPROACH

In designing your approach to the change you will be able to:

- Identify the stakeholders and their roles
- Identify barriers of resistance
- Identify a change management team with their roles and responsibilities

### 3.1 Stakeholder Analysis Pyramid

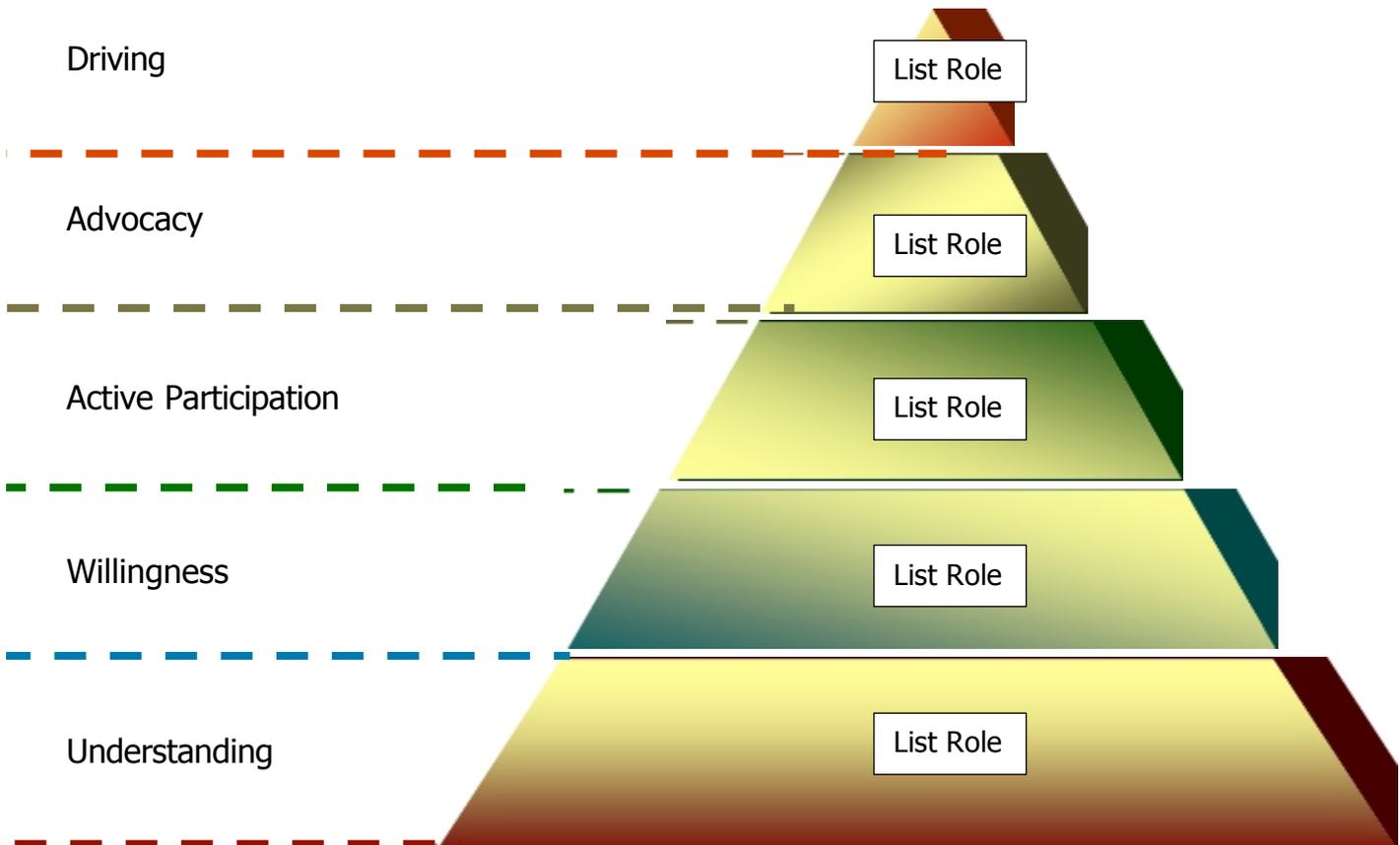
Identifying the levels of participation of stakeholders in the change process allows you to make sure that a wide variety of interests are taken into account. The impact assessment of the change at each of the participation levels will provide you with valuable information as to how stakeholders may react to the change. This information will also identify at what level stakeholders need to be engaged at i.e. advocates, drivers, or participators etc.

- What are the specific target groups / audience that will be impacted by this change?
- Who might be able to help you the most? (advocates, early adopters)
- Who might present the most resistance?
- Who will be the change levers? (drivers)

List the roles in the following diagram or use the table to identify who or what groups of people will participate at each of the various levels.

In the case of the sponsors role in driving the change you may want to consider the skills level they may have in change management. If this is limited then a coaching plan should be considered.

**FIGURE 2 – PYRAMID**



Level of Participation	Who	Description of Stakeholder
Driving		Stakeholders at this level are directly impacted by the change and have some responsibility for the change process. Additionally, there is an expectation that their role requires to them to lead the implementation of the change either at the site or a strategic level. This usually can include the sponsors group.
Advocate		Stakeholders at this level are directly impacted by the change and have some responsibility for the change process. Their role involves facilitation of the change process through support, encouragement and ability to influence others.
Active Participation		Stakeholders at this level are directly impacted by the change and will be required to change some aspect of what they do in their role and/or how they do it.
Willingness		Stakeholders at this level are not directly impacted by the change however, they may be asked to provide some assistance in the change process.
Understanding		Stakeholders at this level are not directly impacted by the change however, it is preferable that they have a basic understanding or awareness of the change so that they feel informed.

### 3.2 Resistance to change

Resistance is a natural and unavoidable part of any change process. It is a survival mechanism within organisations. There a number of reasons why staff resist change, so it is important to identify the root causes in order to plan some of your strategies for implementation. Identifying the root cause can be carried out in a number of ways. You can identify resistance by employee feedback, supervisor input, project team issues, and compliance audits.

A general survey tool has been provided that covers a broad range of areas that are usually barriers to projects. This information gathered by surveying various groups impacted on by the change is useful to formulate your communication and resistance plan in the next section.

### 3.3 Role of Change Management Team

- In the development of your change strategies you may want to consider developing a change management team who can help drive the implementation of the change.
- The team members should represent a variety of functions, departments and levels in the organisation while representing a cross section from the stakeholder analysis pyramid.
- They need to have excellent communication skills, have business influence, be committed to the change, know the business, be a team player and some change management experience would be an asset.
- The team does not have to be working on your project full time but must be able to commit some time to the project.
- The team may require some team development to provide a common understanding of the business issues that motivated the change and the future state for the organisation.
- The team need to identify roles and responsibilities in the implementation of the change plan.

## STAGE B: IMPLEMENTATION OF CHANGE

### STEP 4 – IMPLEMENTATION STRATEGIES

Analysis of the information from the previous areas will provide the basis for the development of the following plans:

- Action plan
- Communication plan
- Training plan
- Business systems plan
- Resistance plan

#### 4.1 Action Plan

List the activities, responsibilities and timeframes for the project to be rolled out.

Activity	Responsibility	Timeframe
----------	----------------	-----------

Eg. Communications activity

Develop a schedule for the integration of activities required to implement the change plan.

#### 4.2 Communications Plan

When developing a communication plan, it is important to create reporting protocols specifically for your project and identify who will be the responsible member from the project team to have overall responsibility for the rolling out of communication. Make sure you include all stakeholders ie. Other project teams, staff, sponsors or key stakeholders.

When developing your communication plan address the following:

- |          |  |
|----------|--|
| Date     | When should the given message be communicated?<br>What is the negative impact of communicating too soon or too late?<br>How frequently should you repeat the message?  |
| Audience | Who is the target audience of the piece of information?<br>What are the needs, priorities and special interests of the audience?<br>How can you best frame the message so that it addresses the audiences interests?<br>Would you need to tailor a special message for each segment of the audience? |

	How might they respond to the message and if the response may be negative or open to misinterpretation, what else needs to be said?
What is the reason for the communication?	<p>What are you trying to achieve as a result of this communication?</p> <p>What do you expect the target audience to do, say, think or feel as a result of this communication?</p>
Risk	<p>What is the worst thing that can happen if you communicate this information?</p> <p>What is the worst thing that can happen if you chose not to communicate this information?</p> <p>How badly can this information be misinterpreted?</p> <p>What can you do to minimise the misinterpretation and negative perceptions?</p>
Activities	<p>What method and medium would you use to announce this message?</p> <p>What communication network would you use – informal or formal?</p>
Key Messages	<p>What are the essentials of the message?</p> <p>What is the most positive interpretation it can receive?</p> <p>What is the most cynical response it can receive?</p> <p>Are there resource implications for your communications strategy?</p>
Generally	<p>How do you gain sponsors buy-in to the communication plan?</p> <p>Are there any restrictions on who can receive the communications?</p> <p>How will you deal with anger about the restricting of communications due to confidentiality considerations?</p>

See Appendix C – Communications Plan

### 4.3 Training Plan

- Identify the current level of skills, knowledge and behaviours of the group that will be impacted on.
- What prerequisite knowledge do these groups need?
- What are the training strategies?
- Identify requirements for a training program.
- Who will do the training?
- Who will fund the training?

- What time commitment will this involve?
- What will be the preferred method of delivery?

#### 4.4 Business Systems Plan

Identify the hardware, software and network needed to implement the change.

#### 4.5 Resistance Plan

Identify the key areas of resistance and develop a resistance management plan that can be managed by the change management team. The direct supervisor is usually the best person to deliver the survey to identify the level of employee resistance.

This plan will be reviewed as the project progresses as more points of resistance may emerge while the project is being implemented.

- Use the information for the 'Resistance Assessment Survey' or gather feedback from other sources or methods to identify the areas of resistance.
- Identify the main cause of resistance.
- Provide some ongoing coaching opportunities for the employee or managers that are resistant to the change.
- Communicate the consequences to staff if not supporting the change.
- Implement some of the consequences for not supporting the change.

See Appendix 31 – Resistance Management Plan

## Step 5 - DEVELOPMENT IMPLEMENTATION PACKAGE FOR PROJECT RELEASE

Prior to releasing the implementation of the project and to ensure that implementation goes smoothly make certain that the following activities have been checked off and addressed.

Policy	Yes	No
Procedures Manual	Yes	No
Communications Plan	Yes	No
Communication Materials	Yes	No
Identified the Process Owner	Yes	No
Training Plan	Yes	No
Reporting Plan	Yes	No
Key Performance Indicators	Yes	No
Review Plan for ongoing feedback and monitoring	Yes	No
Organisational Readiness Assessment	Yes	No
Audit Checklist	Yes	No

## **STAGE C: REVIEW OF CHANGE**

### **Step 6 - REVIEW CHANGE STRATEGY**

#### **6.1 Ongoing Monitor and Review**

Assessing your results, implementing corrective action and celebrating success are all key parts to review the change.

Gathering evidence to show the success of the implementation can be carried out by:

- Collecting feedback from users – anecdotal or survey;
- Carrying out compliance audits on new processes, systems and job roles;
- Reviewing areas of resistance and work with sponsors and direct supervisors to work through any strategies; and
- Identifying areas of success for the project. Make these visible in the organisation to reinforce the change.

## APPENDICES

### Communication Plan

TITLE	DESCRIPTION	PURPOSE	OWNER	FORMAT	RECEIPIENTS/ FREQUENCY
<b>Project Documents</b>	Vision Statement, Mandate, Brief	Documents illustrating the aims, objectives, scope & strategy	Project Manager	Word documents	Project Board members, After Major Review
<b>Business Case</b>	Links an investment to the achievement of <your company's> objectives	Provides a justification to proceed with planning, delivery, business change management and benefits realisation	Project Manager	Word & Excel documents	Project Board members, Stakeholders After Major Review
<b>Communication Strategy &amp; Plan</b>	Strategy and plan for the communication activities	Identifies stakeholders' communication needs and frequency	Project Manager	Word document	Monthly Review
<b>Forward Activity Plan</b>	Detailed list of project activities and events	To ensure that appropriate information reaches all primary and secondary stakeholders at the agreed frequencies	Project Manager	Excel	Monthly Review
<b>Project Plans (including Implementation Plan &amp; Next Stage Plans)</b>	Comprehensive set of plans scheduling project events, work packages, deliveries, rollouts, costs, risks, etc.	Facilitates the control and management of the project and each project stage	Project Manager	MS-Project	Monthly Review
<b>Risk Register</b>	The log of all risks identified during the	Records, tracks and assists in the management of risks	Project Manager	Excel	Monthly Review

TITLE	DESCRIPTION	PURPOSE	OWNER	FORMAT	RECEIPIENTS/ FREQUENCY
	project				
<b>Issues Log</b>	The log of all issues during the project	Assists in management and intervention regarding issues and queries, etc.	Project Manager	Excel	Monthly Review
<b>Project Board Meeting</b>	Formal meeting to review project progress and status	Review and approve key documents Approve plans and budget for next stage activities Review and approve project exceptions Review and approve project change requests	SRO	Meeting	Project Board Every 3 months
<b>Minutes of Project Board Meetings</b>	Formal minutes	To provide an accurate record of proceedings, decisions and actions	Project Board	Word document	14 days following relevant meeting
<b>Highlight Report</b>	Highlighting project progress	Provides information on the progress and status of the project	Project Manager	Word document	Project Board Monthly
<b>Insync Supply Chain Management Website</b>	Provides information regarding project	To inform wider customer, supplier and public interests	Project Support Office	Website	After Major Review Content to be reviewed bi-monthly
<b>User Group Meeting</b>	Meetings to gather information from users and review project progress	To ensure requirements are identified and agreed, project outputs are reviewed and accepted, and issues	Project Manager	Meeting	User Group Every 3 months

TITLE	DESCRIPTION	PURPOSE	OWNER	FORMAT	RECEIPIENTS/ FREQUENCY
	and issues	discussed			
<b>Briefings &amp; Presentations</b>	Promotion of project, activities and events	To promote project and inform various stakeholders and other interested parties	Project Manager	Various	On demand
<b>Briefing &amp; Presentation Material</b>	Various electronic and documentary material	To support briefings and presentations	Project Manager	Various	Prior to event or upon request

## Forward Activity Plan

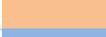
The Forward Activity Plan will be held as an Excel spreadsheet and maintained by the *Insync Supply Chain Management*. It will be updated and distributed to stakeholders on a <weekly/monthly> basis.

The plan will note that all communication is presumed to be the responsibility of the Project Manager unless the 'box' indicates otherwise.

All stakeholders raising any comments and queries on the Forward Activity Plan should be asked to address them to the *Insync Supply Chain Management*.

An example of the Forward Activity Plan is shown below.

### Forward Activity Plan

		Key stakeholders	Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 4	Stakeholder 5	Project Board	Project Team	Suppliers	Other related projects	All staff	Media		
		Project Events													
Jan-15	7	Project 'kick off'													<b>Key:</b>  Face to face  Newsletter  Brief  Event  Web  All communications is presumed to be the responsibility of the Project Manager unless box is initialled otherwise
	9	Project briefing to stakeholders													
	22	Project briefing to users													
	26														
Feb-15	6	Preparation Meeting													
	18	Dependency Mgt													
Mar-15	1	User group meeting													
Apr-15	17	Supplier briefing day													
	20	Project update													
May-15	15	Project Board Meeting													

**Action Plan**

Activities	Responsible Person	Time Frame
<b>IT Activities</b> Hardware Software Network		
<b>Business Unit / Product Group Activities</b>		
<b>Project Team Activities</b>		
<b>Communication Activities</b>		
<b>Training Activities</b>		
<b>Audit Preparations</b>		

**Schedule of Activities**

Name of Task	Duration	Start Date	End Date	Resources
<b>Milestone One</b>				
<b>Activities</b>				
<b>Milestone Two</b>				
<b>Activities</b>				
<b>Milestone Three</b>				
<b>Activities</b>				
<b>Milestone Four</b>				
<b>Activities</b>				

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**Training Plan**  
**(Attach training schedule if applicable)**

<b>Session Modules</b>	<b>Leaning Outcomes</b>	<b>Objectives</b>	<b>Length of Training Session</b>	<b>Target Audience</b>	<b>Delivery Mode</b>	<b>Facilitator</b>

**Organisational Change Readiness Checklist**

**Project Sponsor** .....

**Project Manager** .....

Business Unit / Product Group Actions	Actions Required	Date	Completed Y / N
Have the business unit contacts been selected and notified?			
Have the business unit contacts been briefed by the project team?			
Has the priority for this project been set by the Business Unit Management Team?			
Training			
Has the target training audience been identified and nominated?			
Has a training need analysis been carried out?			
Is the training information sheet available?			
Has the training provider been established?			
Has the training coordinator been provided with training details and put in place the necessary arrangements?			
Will the readiness criteria be met prior to the training roll out?			

### Organisational Change Readiness Checklist

**Project Sponsor** .....

**Project Manager** .....

Systems Readiness	Actions Required	Date	Completed Y / N
Has an Information & communications plan been developed?			
Have the systems been configured and tested?			
Have the approved procedures and policies been published?			
Do the proposed users have access to the appropriate documentation?			
Is there a software application relevant to this deliverable?			
Is there support for this application(s) and are the details available for distribution?			
Has the relevant IT business unit(s) been notified of installation and support requirements			

**Management Change Readiness Checklist**

**Project Sponsor** .....

**Project Manager** .....

<b>The implementation plans provides</b>	<b>Clear targets</b>	<b>Acceptable targets</b>	<b>Broad objectives</b>	<b>No targets</b>
The likelihood of the project deadlines being met is	High	Moderate	Low	Non – existent
Day to day control of the implementation is being managed by	One specific person	Several people involved	No specific individual	Not sure
Implementation begins in	One small work area or department	A number of units	A major department or division	Throughout the organisation
The plan is being introduced	Almost overnight	Rapidly	Gradually	Very slowly
Those involved initially were selected	Because they were flexible and supportive	Because they were committed to the organisation	Because they most needed change	No reason
Training is being carried forward with	Outside training only	Specially designed session in house plus outside training	Technical or user manuals	Not at all
Training is designed to	Solve problems with the new system	Involve the user’s experience	Cater for a wide range of audiences	Take no account of users
Training involves	Only key users to those effected	Everyone effected	Does not involve end users	No training provided
Implementation of the change will	Allow people full control of the tasks they perform	Help people better control the tasks they do	Mean that tasks are controlled by the system	Control the people performing the tasks

<b>The implementation plans provides</b>	<b>Clear targets</b>	<b>Acceptable targets</b>	<b>Broad objectives</b>	<b>No targets</b>
Managers discuss changes with users and others	To develop the plans for change	To get ideas and feedback on implementation	To keep them informed	To control progress
Implementation has	Built in incentives and rewards	Provision for some recognition of success	No specific incentives	Problems for the people using the system
Benefits will occur	Immediately	Quickly	Within a year of implementation	Over a year following implementation
Direct benefits will be	Clearly apparent to users	Apparent only to managers	Apparently only to top managers	Only direct benefits
Effects will be	Measurable in quantitative terms	Measurable only as ratings	Largely anecdotal	Not clear
During change, people need to put in	Very considerable effort , skill and extra work	Considerable effort, skill and extra work	Some extra effort, skill and work	No extra effort, skill or work
Management provide people with	Excellent support	Good support	Limited support	No support
People experience	High levels of pressure or stress during change	Considerable pressure or stress during change	Some pressure or stress during change	No pressure or stress

[CLICK HERE](#) to view the Communication Strategy Plan.



## Risk Assessment Table

Risk No	Date of Risk Occurring	Brief description of Risk	Low	Moderate	High	Mitigation Action	Approval of Commencement	Date of Commencement
		Identify the risk and assess the significance and likelihood of it occurring and plan the contingency What risks may occur upfront? Identify the key concepts that may arise along the way						
		Identify the risk and assess the significance and likelihood of it occurring and plan the contingency What risks may occur upfront? Identify the key concepts that may arise along the way						
		Identify the risk and assess the significance and likelihood of it occurring and plan the contingency What risks may occur upfront? Identify the key concepts that may arise along the way						
		Identify the risk and assess the significance and likelihood of it occurring and plan the contingency What risks may occur upfront? Identify the key concepts that may arise along the way						

## Risk Matrix

Probability Impact Matrix

<b>Project Name:</b>							
<b>Prepared by:</b>		Insync Supply Chain Management					
<b>Date:</b>							
<b>Risk Score for a Specific Risk</b>					<b>Chart Threshold Limits</b>		
Probability	Risk Score = P x I					<b>Moderate</b>	<b>High</b>
0.9	0.05	0.09	0.18	0.36	0.72	0.05	0.18
0.7	0.04	0.07	0.14	0.28	0.56	Set <b>Chart Threshold Limits</b> here by changing <b>Moderate</b> and <b>High</b> limits to desired values.	
0.5	0.03	0.05	0.10	0.20	0.40		
0.3	0.02	0.03	0.06	0.12	0.24		
0.1	0.01	0.01	0.02	0.04	0.08		
	0.05	0.10	0.20	0.40	0.80		
Impact on an Objective (e.g., cost, time, or scope) (Ratio Scale)							

Each risk is rated on its probability of occurring and impact if it does occur. The organization's thresholds for low (green), moderate (yellow), or high (red) risk as shown in the matrix determines the risk's score.

## Assessment Survey

Below is a list of potential areas for resistance that you may be experiencing in the implementation of the project. For each area indicate the degree to which you agree or disagree by placing your response in the box from the following scale

<b>1. Strongly Disagree</b>	<b>2. Disagree</b>	<b>3. Neither agree or disagree</b>	<b>4. Agree</b>	<b>5. Strongly Agree</b>
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Assess the scores individually and highlight any scores that are greater than three. This area should then become your primary focus for the greatest resistance to your project.

Areas of Resistance	Description	Rating
Lack of understanding of the purpose of the divers for the change	There may be a lack of understanding of the purpose of the project There may be a lack of awareness of the need for the change to occur	
Feeling of losing control	People support what they have helped to create. If they feel they have not had sufficient input, resistance usually increases	
Lack of support from various levels in the organisation	If people perceive that key individuals or groups in their area are not genuinely supportive of the project, their acceptance is difficult to secure	
Feel there is a real threat to their existing power, job security or personal and career goals	Resistance is increased if people believe the change will result in greater emotional or career costs relative to what they may gain	
Concerns about a lack of skills and knowledge	People may resist change if they believe they do not possess the skills or the ability for optimal performance during and after the change	
High level of impact on daily work patterns	Failure to acknowledge and if possible , minimise the impact of project teams activities and changes on peoples work patterns tends to promote distrust and alienation	
Lack of time to absorb the changes	The ability of staff to assimilate the change and all its consequences must be assessed	
High level of uncertainty	Sometimes just uncertainty of the situation can make people react negatively	
Adverse changes to key working relationships	Adversely affecting the way they relate to others or who they work with or who they report to	
High level of past resentments and dislikes	People may distrust or dislike sponsors or change agents or have has negative experiences around change and a lack of acceptance and enthusiasm for the change will quickly materialise	
Lack of incentives and rewards	People need to be rewarded for accomplishing the change in the form of something the truly value	



## Change Management Template

Agency Name (Full) \_\_\_\_\_

Project Name \_\_\_\_\_

Project Manager (Full Name) \_\_\_\_\_

Title \_\_\_\_\_

Business Division / Unit \_\_\_\_\_

Street Address \_\_\_\_\_

Suburb \_\_\_\_\_ State \_\_\_\_\_ Postcode \_\_\_\_\_

Postal Address \_\_\_\_\_

Suburb \_\_\_\_\_ State \_\_\_\_\_ Postcode \_\_\_\_\_

\_\_\_\_\_

Email \_\_\_\_\_

Telephone Number \_\_\_\_\_ Facsimile Number \_\_\_\_\_

Project Endorsement \_\_\_\_\_

Recommended By Project Manager	Name	_____	Signature	_____	Date	_____
Document Accepted by Project Sponsor	Name	_____	Signature	_____	Date	_____
Document Accepted by Project Customer	Name	_____	Signature	_____	Date	_____



## Change Management Plan Template

<b>Revision History</b> (add additional rows if required)	<b>Version No</b>	<b>Date</b>	<b>Author Name</b>	<b>Status</b>	<b>Reviewers Names</b>	
	00	00/00/00		Eg: Draft Review		
<b>Key Stakeholders Endorsement</b>	<b>Position Name</b>	<b>Signature</b>			<b>Date</b>	<b>00/00/00</b>
Example: Process or Business Owner	Director				Date	00/00/00
Example: Information Policy & Planning	Director / Manager				Date	00/00/00
Example: Learning & Development/Training	Director / Manager				Date	00/00/00
Example: Communications	Project Communications Co-ordinator				Date	00/00/00
Example: Organisational Development	Director				Date	00/00/00
<b>Change Project Team</b> (add additional rows if required)	<b>Name</b>	<b>Role In Team</b>	<b>Name of Business Division/Unit Members</b>			
	Example: George Garnett	Project Manager				
	Example: Robert Rogers	Change Champion				
	Example: Bill Smith	Communications Officer				

## Change Identification

### 1. Type of Change (please tick)

- Policy Change
- Process Change
- Speed of Change – fast or slow
- Scale of the change – large or small
- Job Roles
- System Change
- Other .....

### 2. Reason for the Change (Describe the reason for the change – example Business Benefit)

#### 1.3 Change Scope

- Department
- Work Groups
- Business Units
- Division
- People
- Systems
- Other .....

Change of scope details (Describe who in the business it includes? How far reaching in the organisation is the change? Is it the same for each of the Business Units / Divisions?)

1.4 Current Status Where are you know? Describe the situation in the organisation currently Describe the problem



What is the cause?  
Define the context and challenges surrounding your initiative

## **Change Identification**

### 1.5 Future Status

Where do you want to be? Describe what the future state will bring  
Describe what it will feel like  
Describe what it will look like  
Describe what you will see the people doing/ saying  
Describe what will be done differently  
Describe what roles will be affected in the organisation and how  
Describe what will improve

## **2 Change Specifications**

### 2.1 Change Tactic

How will you get there? There will be a number of areas in the organisation that will be impacted on as a result of this change and each area needs to be given consideration  
Rational  
Do you need a new organisational structure?  
Do you need a new system?  
Non Rational  
What relationships will change  
Will the culture embrace or reject this change?  
How will the stakeholders share information and transfer knowledge

### 2.2 Process Change

Process changes tend to be more complex so you may want to consider the following to add more clarity  
Does this change represent a completely new process for the organisation, or a different application of an existing process?  
What are the major changes to the process? (You may need to break this down into discrete components to allow tangible descriptions)  
What is going to be done differently? (You may need to break this down into discrete components to allow tangible descriptions)

## **Change Specification**

### 2.3 People Change

In this process of making the change there may be an effect on peoples job roles and responsibilities

Change invariably confront many relationships especially those that require a set of behaviours

What roles within the organisation are affected and how?

What pre- requisite knowledge or training is required?

What work practices will be affected?

Is there a need for a new relationship to be built (third Party)

What new behaviours are required?

### 2.4 Information Sharing

Throughout the process of change information will be distributed and interpreted by staff in many different ways. It is the process that will be important in managing the expectations and dealing with the rumour mill.

What policies and procedures that need to be changed?

What are the current methods of sharing information and does there need to be new ones developed?

### 2.5 Cost of change

Understanding the real cost to the organisation in implementing a change initiative is one way of overcoming key barriers to successful change. Gaining the right level of resourcing is important And should be considered upfront

What would an estimate of the total cost of the activities required to carry out the change initiative?

Where will the funds come from?

Has this been negotiated with the customer and sponsor?

## Change Specification

### 2.6a Risk Assessment

- Risk Assessment Matrix and Table

### 2.6B Risk Assessment

Risk No	Date of Risk Occurring	Brief description of Risk	Low	Moderate	High	Mitigation Action	Approval of Commencement	Date of Commencement
		Identify the risk and assess the significance and likelihood of it occurring and plan the contingency What risks may occur upfront? Identify the key concepts that may arise along the way						
		Identify the risk and assess the significance and likelihood of it occurring and plan the contingency What risks may occur upfront? Identify the key concepts that may arise along the way						

### 3. Change Methodology

#### 3.1 Stakeholder Analysis

Identifying the levels of participation of stakeholders involved in the change process allows you to make sure that a wide variety of interests are taken into account. This assessment of the change at each of the participation levels will provide you with valuable information as to how stakeholders may react to the change as well as whether you need to engage the stakeholders – attracting and holding their understanding, buy – in and advocacy.

What are the specific target groups / audiences that will be impacted by the change?

Who might be able to help us the most? (advocates)

Who might present the most resistance?

Who will be the change levers (drivers)

### 4. Implementation Strategies

#### 4.1a Action Plan

Activities	Person Responsible	Time Frames
Activity to be rolled out	Project Responsibilities	Roll out time frame
Activity to be rolled out	Project Responsibilities	Roll out time frame
Activity to be rolled out	Project Responsibilities	Roll out time frame
Activity to be rolled out	Project Responsibilities	Roll out time frame



#### 4.1b Schedule Details

<b>Task</b>	<b>Duration</b>	<b>Start Date</b>	<b>End Date</b>	<b>Resources</b>
Milestone One				
Activities				
Milestone Two				
Activities				

## 4.2 Communication Plan

<b>TITLE</b>	<b>DESCRIPTION</b>	<b>PURPOSE</b>	<b>OWNER</b>	<b>FORMAT</b>	<b>RECEIPIENTS/ FREQUENCY</b>
<b>Project Documents</b>	Vision Statement, Mandate, Brief	Documents illustrating the aims, objectives, scope & strategy	Project Manager	Word documents	Project Board members,  After Major Review
<b>Business Case</b>	Links an investment to the achievement of <your company's> objectives	Provides a justification to proceed with planning, delivery, business change management and benefits realisation	Project Manager	Word & Excel documents	Project Board members, Stakeholders  After Major Review
<b>Communication Strategy &amp; Plan</b>	Strategy and plan for the communication activities	Identifies stakeholders' communication needs and frequency	Project Manager	Word document	Monthly Review

#### 4.3 Training Plan

Identify the current level of skills, knowledge and behaviours of the group that will be impacted on  
 What prerequisite knowledge do these groups need?  
 What are the training strategies?  
 Identify requirements for a training program  
 Who will do the training?  
 Who will fund the training?

#### 4.4 Business System Plan

Identify the hardware, software, network to be implemented for the change

#### 4.5 Resistance Plan

Key Areas of Resistance	Actions to Address Resistance	Person Responsible
Identify cause of resistance	Provide some ongoing coaching opportunities for the employee or manager that are resistant to the change Communicate the consequences to staff not supporting the change Implement some consequences for not supporting the change	

[CLICK HERE](#) to view the Risk Management Plan and Matrix.



Costing Estimating

[CLICK HERE](#) to view the Cost Estimating Checklist