

 **Protective Marking**

Change Management Plan

Project/Program name

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This template includes prompts and example text to support the development of the Change Management Plan. Delete the prompts and example text before finalising the document.

# About this template

This template includes an optional Roadmap (at the end of the template). Feel free to only complete this Roadmap or, work through the detail of this document, or both.

A change management plan is used to manage change management activities and deliverables. It defines what needs to be done, when, how and by whom to support and enable all aspects of the change.

For change management guidance and support, please contact the APS Change Management Centre of Excellence at PortfolioChangeStewardshipOffice@homeaffairs.gov.au

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**Version control and endorsement**

**Version control**

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| **Version number** | **###** |
| Version date |  |
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This document has been reviewed and approved by the people in this list. Evidence of the approvals is retained in *Record Management* system.

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Contents

[Introduction 7](#_Toc143080223)

[Benefits and change 8](#_Toc143080224)

[Change management 12](#_Toc143080227)

[Objectives 12](#_Toc143080228)

[Assumptions and expectations 12](#_Toc143080231)

[Strategy/Approach 12](#_Toc143080233)

[Dependency management 14](#_Toc143080238)

[Change challenges 16](#_Toc143080241)

[Team roles and responsibilities 18](#_Toc143080243)

[Change management activities 21](#_Toc143080245)

[Key messages 25](#_Toc143080256)

[Appendix A – Change challenges guide 26](#_Toc143080261)

[Appendix B – Change challenges assessment survey 28](#_Toc143080280)

[Appendix C – Engagement matrix 30](#_Toc143080281)

[Change Management roadmap 31](#_Toc143080282)

# Introduction

Provide a short description of the document purpose or use standard text below

The Change Management Plan outlines the change management approach, activities and deliverables for the project/program.

The purpose of this document is to:

* Outline the strategic approach for implementing the change to support the successful delivery
* Provide a detailed schedule of activities for communicating and engaging with stakeholders

The Change Management Plan is a chapter of the Change Playbook. Each Change Playbook chapter builds on from the previous one/s. Not all chapters are completed for every change initiative. The Change Manager decides on the appropriate documentation to support the change management.

Please refer to the first chapter, the Change Context for the list of the playbook chapters, which include further information on the change management of this project/program.

|  |  |
| --- | --- |
| Chapter title | Record management reference |
| Change Context  | Record Management reference |

# Benefits and change

This section provides details of the benefits sought from this change and the changes required to achieve the benefits. Benefits are the measurable improvements from delivering a change, which are perceived as positive and which contribute to organisational objectives.

## Benefits Mapping

A benefits map highlights the changes that contribute to how the benefits will be achieved. Benefits mapping also offers a useful approach to understanding and communicating the impact of a change, as well as how project activities contribute directly to the benefits.

Benefits maps add value in relation to:

* showing project staff, managers and stakeholders how the activities that they are driving or supporting contribute to the overall delivery of organisational outcomes
* valuable consideration of risks, blockers, issues or concerns held in relation to the change
* understanding how changes to project (scope, deliverables etc.) affect benefit outcomes

Business benefits are often, if not always, achieved through the realisation of enabling benefits. For example, financial benefits are often achieved through enabling benefits, such as productivity improvements or process efficiency or data accuracy. It’s these enabling benefits that are critical to defining the approach that needs to be taken to achieve the business benefit.

Dis-benefits are the measurable result(s) from delivering a change, which are perceived as negative, or that detract from organisational objectives.

A Benefit Measurement is the agreed measurement which if met, indicates that the benefit has been achieved.

The Benefits Owner typically has executive or leadership accountability or control in regard to the realisation and management of the benefit outcomes. They actively support the sponsor, business, project and change managers in delivering the benefit outcomes.

## Benefits map

Provide a link to the project/program benefits realisation plan (if there is one) and include the business changes that contribute to how the benefits will be achieved in the table below.

If a project/program benefits realisation plan does not exist, hold benefits mapping workshops with key stakeholders to discuss:

* what the benefits are – WHY are these needed
* when the benefits will need to be realised/achieved
* the benefits measures – and what this looks like in terms of business outcomes
* when and how the benefits measures will be needed, including baselining the current state
* who the benefit owner/s are
* how the impacts of the change align to achieving the benefit outcomes
* what actions project and change will take in supporting benefit outcomes
* what is needed by business to support and deliver on the benefit outcomes
* any dis-benefits

Ideally the sponsor, potential benefits owners/s and business stakeholders are actively involved in the benefits mapping workshops.

If it is not possible to hold benefits mapping workshops with key stakeholders to discuss all the points listed above, there is value in simply having a conversation with stakeholders to discuss what the benefits are.

**Note**: Enabling benefits enable business changes, business changes deliver the business benefits. From the other side strategic goals drive objectives, objectives define business benefits.

| DIS-BENEFIT | ENABLING BENEFITS | BUSINESS CHANGE | BUSINESS BENEFIT | OBJECTIVE | STRATEGIC GOAL | BENEFIT REALISATION TIMEFRAME | BENEFIT MEASUREMENT | BENEFIT OWNER |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | * Research areas
* Obtain mortgage
* Buy land
* Enrol in new school
 | e.g. Start new school | e.g. Good school | e.g. Good community | e.g. Good family life |  |  |  |
|  | * Research areas
* Obtain mortgage
* Buy land
* Design house
* Find builder
* Build house
 | e.g. Move into new house | e.g. Good location | e.g. Good communitye.g. Nice house | e.g. Good family life |  |  |  |
|  | * Research areas
* Obtain mortgage
* Buy land
* Design house
* Find builder
* Build house
 | e.g. Move into new house | e.g. Roof over head | e.g. Nice house | e.g. Good family life |  |  |  |
|  | * Research areas
* Obtain mortgage
* Buy land
* Design house
* Find builder
* Build house
 | e.g. Move into new house | e.g. Enough bedrooms | e.g. Nice house | e.g. Good family life |  |  |  |
|  | * Sell old house
 | e.g. Pay mortgage | e.g. Debt free | e.g. Financial security | e.g. Good family life |  |  |  |

# Change management

## Objectives

The objectives for the change management are:

Based on the impacts, needs of stakeholders and change outcomes being sought provide your key objectives for change management for this project/program.

### Considerations

* Your stakeholders; through which lens they are looking at the change. What they care about, their focus, priorities and what their concerns are (people, financial, strategic, delivery, cost, political)
* How the application of change management will address what is important to them
* Lessons from previous changes.

### Focusing questions

* What are the change goals/outcomes? What do you want stakeholders to do as a result of this change management?
* What needs to be achieved for this change management to be considered successful?
* What risks are introduced to their areas of concern by not managing the change?
* How will change management minimise and mitigate risk?
* How will change management contribute to the project/program achieving its results?
* How will change management increase the chance of return on investment?
* How will change management minimise the impact of change?

## Assumptions and expectations

The execution of the proposed change management plan assumes the following:

List assumptions and expectations – for example, that staff have base operational knowledge and experience, or, that staff will be made available to participate in training.

### Considerations

* Limiting factors that could affect project/program performance such as resources
* Dependencies such as activities that should occur before or after activities in the change management schedule

## Strategy/Approach

The strategy/approach for the change management is:

Provide a high level summary of your overall approach briefly describing each step

A change management strategy provides direction and purpose for all other change management activities. It articulates how you engage and communicate the change you intend. Each change is unique so for effectiveness, the approach for change management should be tailored to meet the needs of the change. The approach is based on the information obtained from the Change Impact Assessment and involves planning the change management activities that will be undertaken for the project/program. Examples include communication, stakeholder engagement, training and change challenge mitigation activities.

### Focusing questions

* Will the implementation be phased in or ‘big bang’?
* Will the transition be linear and sequential?
* How prepared is the organisation for the change? What are the known and anticipated change challenges, and what mechanisms will be used to overcome them?
* Which change management methodology/ies will best support this particular change?
* Which mechanisms will be used to ensure the workforce has or acquires the skills and competencies required?
* Will technology components be required to facilitate the transition? If so, how will they be incorporated?
* How will workforce adjustment logistics be managed?
* Which mechanisms will be used to ensure the necessary behaviours and attitudes have been adopted?
* How will progress be monitored?

If a different approach is needed for different stakeholders, list this separately as below.

### Stakeholder 1

Change management approach

### Stakeholder 2

Change management approach

### Stakeholder 3

Change management approach

# Dependency management

This section provides details of the dependencies associated with this change.

Different projects/programs can have interdependencies with one another and a project/program may have multiple interdependencies within its own set of tasks. It is important to understand the relationships and dependencies your project/program activities have with other projects/programs, in order to identify the potential risks and issues that they may pose if, for example, task slippage or change in scope are experienced. Meet with the project/program manager or business analyst to identify any dependencies and determine the potential impacts and mitigations for each of them. Ensure all identified dependencies are also recorded in the project/program Dependency Management Plan.

### Considerations

If a stakeholder is being impacted by a number of concurrent changes, perhaps there is an opportunity to partner with the other delivery areas/change managers to:

* Consolidate some of the stakeholder engagement and communication activities, so the stakeholder is not overloaded with information on numerous changes from multiple channels all at once.
* Align the changes to ensure no major scheduling conflicts occur.

### Focusing questions

* Are there any project/program milestones that may trigger change management activities?
* Are there any people resources that are shared that could impact the development or implementation of change activities?

Provide a link to the project/program dependency management plan and only include a brief list of the high level dependencies in the table below. If there is no project/program dependency management plan, list all dependencies in the table below.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| DEPENDENCY | IMPACT | IMPACT DATE | PRIORITY | RESOLUTION ACTIONS  | REVIEW FREQUENCY | REVIEW DATE | RESPONSIBLE | OUTCOME | STATUS |
| Give a description of the dependency and its implications for the change management. |  | Date on which the dependency will be resolved or will impact the change management. | Low, Medium or High |  | Daily, weekly or monthly |  | Name of the person who is responsible for managing the dependency, i.e. ensuring it is tracked and ultimately closed |  | Open, analysis in progress, resolution defined – pending approval, closed and archived; |

|  |  |
| --- | --- |
| **Priority** | **Description** |
| **LOW**  | • Desirable but not necessary to deliver a viable outcome. May be future change. |
| **MEDIUM** | • Highly desirable to deliver a viable outcome. Work around solution is possible |
| **HIGH**  | • Mandatory to deliver a viable outcome. |

# Change challenges

This section provides details of the change challenges associated with this change.

The term Change Resistance has long been used to describe where people are not supportive of a change, or question the value of a change. It is the APS Change Management Centre of Excellence (the Portfolio Change Stewardship Office in the Department of Home Affairs) view that the term is outdated as it oversimplifies the complexities of organisational change and places those who raise concern as being in opposition to or obstructing the change. Research highlights that in reality, people may either be expressing valid concerns, or, raising concerns influenced by factors such as fear of the unknown, lack of information, perceived threats to their job security, or previous negative change experiences they have had. These factors need to be understood and addressed, rather than being dismissed as resistance. The term Change Challenges acknowledges that there are issues and concerns that need to be addressed – without placing those who have the concerns in opposition to the change – thereby fostering a partnership approach in addressing the issues.

For the smooth implementation of change, it is important to identify change challenges and the root causes in order to plan some of your strategies for implementation. Change challenges can be minimised if you have an effective change challenges plan.

To develop your plan consider the following:

* Meet with key stakeholders and managers to gauge any change challenges.
* Use the Change Challenges Guide in Appendix A to help you identify barriers, which ones needs to be dealt with first and how to address them.
* Review the plan as the project/program progresses as more change challenges may emerge whilst the project/program is being implemented.
* Refer to Change Challenges Assessment Survey in Appendix B.

### Focusing questions

* Are there any known change challenges? Why?
* Where do we expect change challenges to come from in the future? Why?
* What will change challenges look like?
* What change challenges do you anticipate?
* What are the barriers to changing awareness, knowledge, attitude or behaviour?
* How can we address and mitigate identified change challenges before they have negative impacts on the project/program?
* Are there stakeholders who are not on board with the project/program? If this is the case, there will need to be some additional focus on why they are not on board and if the concerns can be overcome. This may be a stream of activity required throughout the project/program.

List key change challenges in the table below

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| TYPE OF CHANGE CHALLENGE | CHANGE CHALLENGE SUMMARY | CHANGE IMPACT V INFLUENCE LEVEL | CHANGE CHALLENGE LEVEL | MITIGATION STRATEGY | RESPONSIBLE  |
| Refer to Appendix A – Change Challenges Guide | Identify main cause of the change challenge | Refer to Appendix C – Engagement Matrix | Low, Medium, HighRefer to Appendix A – Change Challenges GuideAnd/orAppendix B – Change Challenges Assessment Survey | Actions to address change challengesExamples are: Increase communication, provide some ongoing coaching opportunities, make a personal appeal, remove barriers, emphasize the ‘What’s in it for me?’ (WIIFMs), draw on the change specialists, supporters and early adopters, gain the support of managers and supervisors | Person responsible for addressing the change challenge |

# Team roles and responsibilities

This section provides details of the team roles and responsibilities associated with this change.

Consider developing a change management team that will help drive the implementation of the change. Your change strategy will determine the size of the team, its composition and what roles you assign. Generally the team members should represent a variety of functions, departments and levels whilst representing a cross section of the impacted stakeholders. Refer to information from the Change Impact Assessment.

Insert details of the change management team including their roles and responsibilities

## Team roles and responsibilities table

| NAME | ROLE | DESCRIPTION | RESPONSIBILITY | SUPPORT REQUIRED |
| --- | --- | --- | --- | --- |
| Insert the name of the person undertaking the role | Change sponsor/s (may be the same person/people as the Senior Executive) | Executives and senior leaders that can create conditions for delivery success | * Communication figure head
* Promoting the change to peers
* Supporting the delivery team by making timely and effective decisions
* Project/program delivery support
* Alignment with organisational strategy
* Help remove roadblocks
* Endorse communications and plans
 | * Sponsorship Roadmap - outlining activities and milestone points where their time or attention will be required.
* Regular sponsor meetings with take away information
 |
|  | Senior Executive(may be the same person as one of the Change Sponsors) | Executives and senior leaders with overall accountability for ensuring that a project/program meet their objectives and delivers the projected benefits | * Communication figure head
* Promoting the change to peers
* Supporting the delivery team by making timely and effective decisions
* Project/program delivery support
* Alignment with organisational strategy
* Help remove roadblocks
* Endorse communications and plans
 | * Roadmap - outlining activities and milestone points where their time or attention will be required.
* Regular meetings with take away information
 |
|  | Managers and supervisors | Middle managers that can play a critical role in supporting and enabling change | * Communication champion
* Collaboration with the delivery team
* Identifying and managing change challenges
* Validating training needs
 | * Regular briefing and information sessions
* Information sheets with key points they can share
* Access to clear and ongoing guidance on when change and delivery activities are happening
 |
|  | Change champions  | An advocacy group made up of employees that can be drawn on to support the change. These are usually influential functional or social leaders and subject matter experts who are trusted by colleagues and executives. Established to support large scale change  | * Liaison point between the project/program and the business.
* Promote change and offer local support
* Identifying issues on the ground and raising them to the change team quickly
* Gather and provide feedback on change activities and actively engage with others.
* Identifying people struggling with the change and assisting them
 | * Regular briefing and information sessions
* Information sheets with key points they can share
* Access to clear and ongoing guidance on when change and delivery activities are happening
 |
|  | Project/program team | Key members of the project/program team | * Take responsibility for key projects/programs
* Coordinate the project/program team
* Report on project/program progress to change team
* Understand the impacts to operations and people
* Consider impacts in implementation plan
* Provide change advice to executives
* Supports training delivery
* Registering and resolving implementation issues
 | * Collaboration
* Support partnership
 |
|  | **Support roles*** Communication Specialist
* Information Designer
* Instructional Designer
* HR Business Partner
* Business Analyst
 | Support roles to enable delivery of change. A fuller resourcing is usually required for larger scale and high impact change | **Communication Specialist** – Development of the stakeholder engagement and communication approach and activities and subsequent delivery against the delivery schedule.**Information Designer** – providing graphic design support. If harnessed effectively, this is a highly valuable support in creating design concepts which translate complex change into something clear and meaningful.**Instructional Designer** – undertaking the Training Needs Analysis, the development of the Training Plan and subsequently, the development of training and learning materials.**HR Business Partner** – provide support and advice to the project/program, ensure people impacts are explored and that industrial relations and CPSU are consulted. **Business Analyst** – Having an in-depth understanding of both the business and the technical aspects of the change, the BA is an invaluable support for change. Respecting the breadth of the role, change will also engage with clear objectives and requirements in mind. | * Keep informed
 |

# Change management activities

This section provides details of the change management activities associated with this change.

Once you have considered the change management objectives and scope, you'll also need to consider the specific tasks. You need to identify the tasks that are necessary if you're going to give change the greatest chance of success. Based on your change management strategy/approach, determine the activities/tasks in managing the change. Consider stakeholder engagement, communication, training and other change activities.

## Stakeholder Engagement

Stakeholder engagement is the interactive component of communicating a change. It involves the in-person activities (either online or face-to-face) and is the process of gaining active, two way participation from a stakeholder for them to ask questions, contribute ideas and expertise, and (in the change management context) be part of the change. Examples include roadshows, workshops, team meetings, and webinars.

It is important to ensure individuals or groups impacted by a change and those who can positively affect the overall success of the change are engaged in the change effort for them to successfully accept, embrace and adopt change. Lack of engagement with stakeholders mean that risks are either not foreseen, not understood or are introduced through misalignment.

If a separate document for stakeholder engagement and communication is preferred, a Stakeholder Engagement and Communication Plan is available.

## Communication

Communication is used to make people aware of something. Communication in change management is the process of relaying information to help stakeholders become familiar with the detail of the change through accurate, timely and relevant messaging. It refers to the products (e.g. newsletters, information packs) produced. Effective communication is targeted for each of the different audiences impacted by the change and focuses on what they care about and what they need to know. Successful communication occurs when each type and level of stakeholder can clearly articulate what is changing, how the change benefits or affects the organization, and how the change affects them individually.

## Lite Training

Training in change management is an intervention to close the knowledge gaps introduced by the change and build those skills and capabilities and encourage behaviours that are required to adopt the change. In order for people to bring about change effectively and learn adaptable and buildable skills, they should receive timely and appropriate training. Not all change management requires a training component. Training is only needed when you want people to do something such as learn a new system that is being implemented. At other times, it’s just a knowledge transfer that’s needed.

If comprehensive training is required, a more detailed Training Plan will need to be developed separately.

## Change Management requirements

Drawing on the findings identified in the Change Impact Assessment, consider what engagement, communication, lite training or change activity each stakeholder will require with a view to maximising the impact of each of the change management activities.

Also refer to the Engagement Matrix in Appendix C.

### Focusing questions

* Are the needs the same or will particular stakeholders have different needs?
* Do their constant characteristics suggest some stakeholder engagement activities and communication channels are more appropriate than others?
* What amount of stakeholder engagement and communication will they require?
* How will stakeholders be involved in the change?
* Who will set the vision for the change – the strategic perspective?
* Who can champion the change and what is needed to support them?
* Do managers need support leading their staff through change? How will this be done?
* What roles could be leveraged to support achievement of the objectives?
* Are there behaviours which could influence your approach?
* How will you build the stakeholders confidence in the project/program/what is being delivered?
* What change do you want – what do you want stakeholders to know, think and/or do?
* What would motivate stakeholders to want to change awareness, knowledge, attitude or behaviour?
* How will you develop an understanding of the change amongst staff?
* How will employees learn about the specific impact on them?
* What prerequisite knowledge do stakeholders need?
* Are there any skills and capability gaps caused by the change?
* Are there requirements for a training program? If so, a separate training plan will need to be completed

### Considerations

* If a stakeholder has been impacted by a lot of change recently, maybe they need a break or lighter touch in stakeholder engagement and communication initially.
* If a stakeholder has a low understanding of and/or ability to lead staff through change, perhaps they need support in this area first or alongside the first phase of the project/program or throughout the project/program.

Based on the outcomes of your considerations, define how you will approach stakeholder engagement, communication and other change management tasks/activities for each stakeholder/similar stakeholders identified in the Stakeholder Analysis (Change Impact Assessment).

### Stakeholder 1

Change management requirements

### Stakeholder 2

Change management requirements

### Stakeholder 3

Change management requirements

## Change management schedule

The change management schedule includes all the change management activities, such as engagement, communication and lite training. This could also include risk, dependency and change challenge mitigation activities.

Document the activities, responsibilities and timeframes required for each of the change management activities in the table below.

| Activity | Role | Location | Description | Timing | Delivery method | Facilitator | Responsible | Cost |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Consider engagement activities, communication and training.  | Stakeholder/s. Who is this activity for?Will the audience for this specific activity be one stakeholder, multiple stakeholders or all stakeholders? | What is the location of the stakeholder/s | Define the objective, key message, topic or learning outcomes/requirements for this stakeholder role For stakeholder engagement activities - what artefacts will be distributed (if any)? E.g. reports, workshop aides | Date /frequency. Is this a recurring activity?Is there a specific phase of the project/ program when this activity will occur? | How will this activity be delivered?Face-to-face, online etc. | Who the message is coming from or who is facilitating the engagement.Do they require any specific support? E.g. draft message, speaking notes | Who (apart from the change manager) will ensure the activity runs smoothly? | Note any costs associated with the development and/or delivery and who is responsible for thisConsider; travel, accommodation, venue hire, tech support, catering, photo/videographer design, editing printing |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

# Key messages

This section provides details of the key messages associated with this change.

Based on how you will approach stakeholder engagement and communication, describe the types of key messages for each stakeholder. Include a section for each stakeholder/similar stakeholders.

### Focusing questions

* What’s the succinct message you want to deliver to your stakeholders?
* Is this the start of a conversation with the stakeholders and how will the dialogue continue and influence message design as it evolves?
* What is the change?
* Why is the change happening? What are the benefits of the change? What’s in it for the particular stakeholder?
* When is the change happening? What are the milestones along the way?
* Who is involved in the change? How are they involved?
* What are the impacts of the change? Who is impacted and when?
* How is the change happening?
* How will stakeholders will be supported?
* How can stakeholders provide input/feedback?
* Who do the stakeholders want to hear from about the change
* What are the expectations of each stakeholder?
* Which stakeholders want to know about the risks?

### Stakeholder 1

Key message/s

### Stakeholder 2

Key message/s

### Stakeholder 3

Key message/s

# Appendix A – Change challenges guide

## Guidance steps

Assessment – Identify where in the change process you will encounter change challenges and start looking for them as soon as possible. Don’t wait until they are so severe that they become extremely difficult to mitigate it.

Engagement strategy – Choose a method to address change challenges.

* Prevention: Make individuals aware of the purpose of the change, the necessity of the change and the pitfalls of stagnation. Importantly, bringing awareness of the change will be the most effective when it is introduced at the beginning of the project/program.
* Proactive management: Anticipate the individuals in the organization most likely to be averse to the change and the root cause of their aversion, and consider ways to address it. Consider those in a position to be able to strongly impact the success or failure of the change.
* Reactive management: After the change management is activated, develop a plan to address change challenges that may come from unexpected parties for unanticipated reasons

Engagement program – Conduct workshops or informal discussions about the project/program with the impacted stakeholders and across various levels of the organization to gather information about where change challenges will most likely come from and why.

Tracking – Consider developing formal assessments (e.g. Appendix B – Change Challenges Assessment Survey) or seeking employee or supervisor feedback to assess the degree of change challenges across various stakeholders at each stage. Remember, managing change challenges is not “a one time, check the box, then you are done” event.

Interventions – Train senior and middle managers to identify change challenges and why they have occurred, and be able to take steps to minimize them. Specifically, these trainings should emphasize how to have frank conversations and relay important messages.

## Typical change challenge factors

### Change specific

Where aspects of the changes are deemed to be undesirable or unnecessary.

### Lack of information

Misunderstanding or lack of awareness about the change may result in misinformation being spread.

### Lack of buy-in

**Where the strategic objectives** -the WHY of the change is not clearly understood. It may also be that the change is understood, but not agreed with.

### Misalignment

Between the nature of the change and the individuals’ personal incentives, or, their personal values.

### Lack of confidence

In their ability to perform in the changed state, or, lack of confidence in relation to the delivery of the change, or business ability to operate in the change state.

### Change overload

Where operations are impacted by either ongoing changes or a peak of changes at a particular point in time.

### Lack of managerial support

Where there is a pattern of staff not being supported through change, or where staff feel that their concerns or issues are being misrepresented by management and therefore, are not being addressed.

## Types of change challenges

### Disengagement

Silence, avoidance, ignoring communications, indifference, apathy, low morale.

### Putting up barriers

Excuses, counter-approaches, recruiting dissenters, secrecy, and breakdown in trust.

### Passive opposition

Not attending meetings, even when they are required attendees, not responding to emails or calls, agreeing to something in public/meetings, but not following through, refusing to attend training sessions.

### Negativity

Rumours/gossip, miscommunication, complaining, focus on problems, celebrating failure.

### Avoidance

Developing workarounds to the new solutions, ignoring the change, reverting to old behaviours.

### Controlling

Asking lots of questions, influencing outcomes, defending current state, using status.

### Work impact

Reduced productivity/efficiency, non-compliance, absenteeism, mistakes.

### Acting out

Conflict, arguments, sabotage; overbearing, aggressive or passive/aggressive behaviour.

# Appendix B – Change challenges assessment survey

For the smooth implementation of change, it is important to identify all the barriers. Below is a questionnaire which you can use to identify possible barriers. The questionnaire has a list of potential change challenges that may be experienced during the implementation of your project/program. Based on stakeholder engagement workshops complete this survey for each impacted stakeholder to gauge change challenges. For each area indicate the degree to which you agree or disagree by placing your response in the box from the following scale.

1. **Strongly disagree**
2. **Disagree**
3. **Neither agree or disagree**
4. **Agree**
5. **Strongly agree**

For each potential change challenge in each survey highlight any scores that are greater than three. This/these area/s show the greatest change challenges. Use the Engagement Matrix at Appendix C to help guide activities to support these impacted stakeholders.

| Potential change challenges  | Description | Rating |
| --- | --- | --- |
| Lack of understanding of the purpose and drivers for the changes | There may be a lack of understanding of the purpose of the project/program. There may be 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, change challenges usually increase. |  |
| Lack of support from various levels in the organisation | If people perceive that key individuals or stakeholders in their area are not genuinely supportive of the project/program, their acceptance is difficult to secure |  |
| Feel there is a real threat to my existing power, job security or personal and career goals. | Change challenges are 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 struggle with 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/program 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 uncertainty | Sometimes just the uncertainness of the situation can make people react negatively. |  |
| Adverse changes to key work 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 have had negative experiences around change. This may lead to a lack of trust, acceptance and enthusiasm for the change. |  |
| Lack of incentives and rewards | Change involves learning and learning usually involves errors. When people are not given the freedom to make mistakes while learning they become afraid. People need to be rewarded for accomplishing the change in the form of something they truly value. |  |

# Appendix C – Engagement matrix

Based on the information on your stakeholder’s level of influence in the Stakeholder Analysis and the level of impact in the Change Impacts table, both in the Change Impact Assessment, use this matrix to guide the level of engagement with each of your stakeholders.

|  |  |  |  |
| --- | --- | --- | --- |
| **Impact level** | **Low influence** | **Medium influence** | **High influence** |
| **EXTREME** | Actively consult and engage | Manage closely and collaborate | Manage closely and collaborate |
| **HIGH** | Actively consult and engage | Actively consult and engage | Manage closely and collaborate |
| **MEDIUM** | Keep satisfied | Keep informed and confident | Keep informed and confident |
| **LOW** | Keep satisfied | Keep satisfied | Keep informed and confident |

**Manage closely and collaborate** Collaborate and work with all parties to solve problems and develop outcomes

**Actively consult and engage** Actively consult with stakeholders to achieve active consideration and participation in the change

**Keep informed and confident** Inform stakeholders in a planned way to ensure they are kept informed of the change and to maintain their support

**Keep satisfied** Connect with stakeholders on a semi-regular basis to keep them satisfied

# Change Management roadmap

Completing this Roadmap of the Change Management activities is optional. Feel free to only complete this Roadmap or, work through the detail of this document, or both.

The Roadmap is an easy to follow visual. Knowing what stage you are at and gaining a clear view of upcoming tasks is an invaluable tool to keeping your change on track, and it will give you confidence that things are progressing as planned. The Change Management Roadmap can also be a useful tool when discussing the change management with stakeholders.

Project/Program name

## Date last updated:

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Activities | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year |
| e.g. Develop change management plan  |  |  |  |  |  |  |  |  |  |  |  |  |
| e.g. Specific engagement activities  |  |  |  |  |  |  |  |  |  |  |  |  |
| e.g. Specific communication activities |  |  |  |  |  |  |  |  |  |  |  |  |
| e.g. Specific training activities |  |  |  |  |  |  |  |  |  |  |  |  |