



EMBED Change Guide

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EMBED Change Process

Stage1 Define and Engage Introduction

The Define Change stage lays the foundation for you to lead your team/business unit through change. When you begin you may not have a lot of detail/certainty about the change and this is quite normal – that's the reality of a fast-changing world. However, you can start to prepare your team/business unit change management plan with what is available and move into the next phase. When more information or detail comes available you can go back and expand your plan. There is some key information you must have at this stage such as an understanding of the scope of the change plus the benefits and outcomes desired. All other activities flow from this information.

Team Communication and Engagement during Define and Engage

In the Define and Engage stage your communication and engagement activities should focus mainly on communicating the reason for the change and what it means for the team. It is important to work with your manager and if relevant the project team to ensure the scope of the change is well defined so you know what you are expected to deliver and when. Engagement with your manager is important to ensure you are delivering what is expected.

Communication and engagement at the first stage of any change process is all about painting the vision for your team. The vision of the change and its messaging should ideally come from an Executive or senior manager, however if the change is something you are leading then this message will come from you. At this stage of the change curve your team will want to understand why the change is happening, how it links to the organisation goals, what the future will look like for them, and when the change will occur.

Key Sections in Team Define and Engage stage are:

1. Understand the scope of the change and its benefits
2. Understand the outputs required of you, what do you need to deliver
3. Complete a team impact analysis so you understand what is change for them in detail
4. Create a case for change for your team so you have good messaging for them
5. Being to create a team change management plan
6. Deliver some early engagement activities with your team
7. Monitor for early resistance from your team to the change
8. Review the coaching cheat sheet

1. Define the Scope

The first step in any change process is to define the scope of the change for your team. Having a clear scope will allow you to plan the team change management activities in detail. If the scope changes it can derail the initiative, muddy benefits and confuse those involved in the initiative. Try to avoid scope changing.

<p>KEY POINTS</p> <p>The definition of the scope should include what is changing for your team, how and when.</p> <p>Review the scope and note what is out of scope to help avoid assumptions being made.</p> <p>Consider the questions in the next column to help define the scope of the change for your team, and create your team scope statement. This is a short statement that sums up the change for your team.</p> <p>KEY ACTIONS</p> <ol style="list-style-type: none"> 1. Clearly define the scope including what is out of scope. 2. Confirm with your manager to ensure your understanding of the scope is correct. 	<p>ENGAGEMENT ACTIVITIES</p> <p>This activity is highly recommended as it will ensure clarity of scope for your planning purposes and avoid any unpleasant misunderstanding between you and your manager or the project sponsor.</p> <ul style="list-style-type: none"> ➤ Meet with your manager to confirm the scope <p>Areas to consider for inclusion in your scope statement:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Is the change a restructure, if so which individuals or teams are in scope and which are out of scope? <input type="checkbox"/> Are role design or responsibility changes in scope, if so which roles or responsibilities? <input type="checkbox"/> Is this a technology change, if so what technology, who uses it and when or how? <input type="checkbox"/> Is this a process change, if so which processes are in scope and which are out of scope? <input type="checkbox"/> Is this a change to how you do business with customers, if so which customers? <input type="checkbox"/> Are new products or services being launched, if so which products or services? Who will sell service and provide support for them and how? How are they being integrated into BaU? Is this in scope or not? <input type="checkbox"/> Is the change a change in legislation or policy, if so which legislation or policy? <input type="checkbox"/> Is the scope bounded by a specific location or business group? <input type="checkbox"/> Will this change impact other teams, internal units or external parties, if so is integration or transition in scope? <input type="checkbox"/> Does the scope include the full delivery of an initiative or just one part of a journey? <input type="checkbox"/> Is the scope limited to a pilot or prototype or does the scope extent to benefit realisation? <input type="checkbox"/> Is the initiative part of a wider change program, if so note dependencies?
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2. Define Benefits

What is the purpose of the change or project? Clearly define the expected benefits of the change.

<p>KEY POINT Clearly define the benefits for the team to be gained from the initiative.</p> <p>Identifying the link to the organisation’s objective puts the change or project into context with a wider plan for the organisation. It helps to give the team context for the change. <i>The reason we are doing this is</i></p> <p>KEY ACTION</p> <ol style="list-style-type: none"> 1. Clearly define the benefit of the change initiative and why this is important to the organisation and for the team. 2. Ensure the benefit is agreed with your manager. 	<p>ENGAGEMENT ACTIVITIES These activities are highly recommended as they will manage the expectations of the benefits the change initiative will deliver for the team.</p> <ul style="list-style-type: none"> ➤ Prepare a benefit statement, meet with the sponsor and/or your manager and agree these. <p>Areas to consider for inclusion in your benefit statement:</p> <ul style="list-style-type: none"> <input type="checkbox"/> a financial savings benefit, if so by how much and when will savings be realised? <input type="checkbox"/> a revenue benefit, if so how much do you wish to gain? <input type="checkbox"/> a social outcome benefit, if so how will this benefit customers, what are you trying to do? <input type="checkbox"/> a productivity benefit, what are you trying to improve? <input type="checkbox"/> a wellbeing, health and safety benefit, what issue are you trying to resolve? <input type="checkbox"/> a benefit to customers, the organisation, or the team? <input type="checkbox"/> Or, a mix of the above?
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3. Define Outputs

What are you going to deliver from this change process? What change activities will be delivered?

<p>KEY POINT Are you and your team delivering a new service, product, process change or structure?</p> <p>What change activities will you deliver to help the team move through their change journey as quickly as possible?</p> <p>KEY ACTION</p> <ol style="list-style-type: none"> 1. Clearly define the what will be delivered by the change initiative. 2. Ensure the change management activities are endorsed by your manager. 	<p>ENGAGEMENT ACTIVITIES These activities are highly recommended as they will manage the expectations of the outputs the change or project will deliver.</p> <ul style="list-style-type: none"> ➤ Meet with your managers and/or senior business owner and confirm what you need to deliver for this change initiative. <p>Areas to consider for inclusion in your change management deliverables statement:</p> <ul style="list-style-type: none"> <input type="checkbox"/> A clear outline of what you need to deliver for the change or project. <input type="checkbox"/> A list of the change management activities to be delivered so the change is embedded well by your team <ul style="list-style-type: none"> ○ Team change management plan ○ Team communication and engagement plan ○ Team training/coaching outline ○ Team resistance management planning
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4. Manager and Senior Sponsor Engagement

It is important to understand your manager or the project or change sponsors level of interest in the change you are involved with. It will be difficult to get their support for resources if they are not onboard. If they are not on board you need to understand why and if there is anything you can do to improve the situation. How can this change initiative deliver the business units or organisation objectives?

<p>KEY POINT Check your managers or the sponsors support for the change initiative.</p> <p>KEY ACTION 1. Talk with your manager to ensure they support this change initiative.</p>	<p>ENGAGEMENT ACTIVITIES</p> <p>The executive and senior managers need to be on board with the change or it will be difficult to have resources or funding approved for element such as training etc. Engage with your managers:</p> <ul style="list-style-type: none"> ➤ focus on benefits and have the outcomes clearly defined; ➤ clearly articulate the benefits of the change for the organisation; ➤ identify how will this change will support individual business unit objectives; ➤ identify how this change will support them and your team <p>These activities are highly recommended as they will ensure the sponsor is engaged in the initiative through the duration of its lifecycle:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Meet with your manager or the sponsor to ensure they agree the scope and benefits of the change initiative.
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5. Impact Assessment

The team impact assessment provides a quick overview of the extent of the change impact on the team. The impact assessment considers the number of the team impacted, if the change involves a high degree of technology or process change. Combined they determine whether the change has a low medium or high impact on the team. This in turn determines the degree of change management support you will be required to give your team to ensure the change is successful.

<p>KEY POINTS</p> <p>Typical content of an Impact Assessment includes:</p> <ul style="list-style-type: none"> • Number of the team impacted • Number of different locations impacted • Number of processes or services impacted • Degree of technology change • Degree of change fatigue (Environment) • Add any additional impact that is relevant to your team • How will this impact BaU? <p>KEY ACTION</p> <ol style="list-style-type: none"> 1. Talk with those impacted by the change initiative to make sure you understand the change 2. Complete the impact assessment 3. Share the results with the project manager or senior business owner to test they are correct and nothing is missed. 	<p>ENGAGEMENT ACTIVITIES</p> <p>These activities are highly recommended as they will ensure the sponsor is engaged in the initiative over the duration of its lifecycle:</p> <ul style="list-style-type: none"> ➤ Undertake a team impact assessment ➤ Test the impact assessment with any trusted advisors you have in the team. <p>Resource</p> <ul style="list-style-type: none"> <input type="checkbox"/> The team impact assessment is included in this document and is similar to a generic impact assessment. <input type="checkbox"/> The impact analysis provides guidance on what change activities need to be strengthened or which might just need a light touch for your team. For example, if a large number of your team are impacted, strong and frequent communication from you will be required. If technology or process changes are high then there could be a need for training and coaching. <p>This is a great document to assess the degree of change management support required and where. Take time to really understand that the information is telling you about the change you need to lead..</p>
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EMBED Change Impact Assessment

This template assesses the change initiatives scope and degree of impact on the the team and the organisation. It will help to determine the level of change support required. This is located in the resource file.

AREAS OF BUSINESS	IMPACT ASSESSMENT CRITERIA	OUTCOME	VALUE	SCORE
Percentage of the team impacted	Less than 5% of the team	Low	1	
	Less than 20% of the team	Medium	5	
	Greater than 20% of the team	High	10	
Degree of change to tasks or role	Less than 10% change	Low	1	
	Less than 20% change	Medium	5	
	Greater than 20% change	High	10	
Degree of difficulty to embed change (includes behaviour change)	Less than 3 hours training required	Low	1	
	Less than 3 days training required	Medium	5	
	Greater than 3 days training required	High	10	
Impact of organisation redesign	No organisation redesign	Low	1	
	Impacts less than 20% of team	Medium	5	
	Impacts greater than 20% of team	High	10	
TOTAL EMPLOYEE IMPACT		Maximum	40	
Processes/procedures change or impact	Less than 10% change or impacted	Low	1	
	Less than 20% change or impacted	Medium	5	
	More than 20% change or impacted	High	10	
Number of locations impacted	1-2	Low	1	
	3-5	Medium	5	
	Greater than 5 locations	High	10	
TOTAL OPERATIONAL IMPACT		Maximum	20	
Change to equipment or technology	No change	Low	1	
	Some new equipment or technology	Medium	5	
	Major new equipment or technology	High	10	
TOTAL TECHNOLOGY IMPACT		Maximum	10	
Timing of change	Less than 9 months in future	Low	1	
	Less than 6 months in future	Medium	5	
	Less than 3 months in future	High	10	
Change occurring simultaneously	No other change occurring	Low	1	
	Some change occurring	Medium	5	
	Large/organisational change occurring	High	10	
Work Climate – change fatigue	No recent changes	Low	1	
	Some changes but no major change	Medium	5	
	Recent major changes/reorganisation	High	10	
TOTAL CHANGE ENVIRONMENT		Maximum	30	
TOTAL EMPLOYEE IMPACT		Maximum	40	
TOTAL OPERATIONAL IMPACT		Maximum	20	
TOTAL TECHNOLOGY IMPACT		Maximum	10	
TOTAL SCORE		Maximum	100	

This assessment outlines the scope and scale of the change impact on your team. It may be part of a wider impact assessment that has been completed for the organisation. Consider it a subset.

Score < 40 = Low Impact. Score 41 – 70 = Medium Impact. Score 71+ = High Impact. The lower the score the less impact on the team overall, therefore the level of change management effort required is lower. The higher the score the higher the impact and level of change management effort required. Use the impact assessment to determine where to focus change management support. Following is a more in-depth review of the different parts of the team impact assessment.

Impact Analysis Insights – review the information below to help you think about the impact of the change on the team. This will guide your change management plan.

Percentage of the team impacted	If the change impacts less than 5% of the team, even if the change is significant the change is considered manageable as it is normally possible to engage directly with these individually.
	If the change impacts more than 20% of the team then the logistics may begin to become more challenging depending on the size and location of the team.
	If your change impacts a significant number of the team a significant amount of your time or resource may be required to manage the change effectively depending on the actual number in your team.
Degree of change to tasks or role	If there is a small change to tasks or roles then the change is considered minor or low.
	As the degree of change increases so does the change impact on the team so change effort will increase.
	If the change is greater than 20% then it is a significant change and a reasonable degree of change effort will be required both for the team and process evaluation.
Degree of difficulty to embed change	If the change initiative takes only a few hours for a team member to understand or learn then it is considered a low impact change
(includes behaviour change)	If the change initiative takes a day or so to learn or change then this is considered medium change impact
	If the team need to be trained for more two days then this is considered a high change impact. Behaviour change is normally high impact as it often requires constant reinforcement and support to change behaviour
Impact of organisation redesign	Minor changes in organisational design can still create quite a bit of anxiety for the team so any change in organisational design need to be managed sensitively.
	As the organisational design extends the need for change management increases to reflect the depth of change.
	If the organisational redesign is large the change management focus should be on the team and on ensuring the operation continues to run effectively.
Processes/procedures change or impact	If the change impacts only one or two processes or procedures then the impact is contained and normally easier to manage. Even if it impacts a large group this can often be in the same way so the change effort is normally fairly narrow.
	As the number of processes impacted by the change increase the effort should increase.
	If a large number of processes or procedures are impacted then this requires significant change effort even if only a few the team are impacted as the change is more complex and the opportunity for error increases.
Number of locations or Units impacted	A single location or business unit impacted by a change is considered as low.
	A few locations or business units impacted is considered medium as the complexity of moving around site and often higher numbers of the team will required more change effort.
	More than three locations or business units impacted indicates a complex change purely due to the logistics of managing a change across the number of diverse locations and management.
Change to equipment or technology	If you are introducing a new piece of equipment or technology and it is reasonably simple then little change support will be required.
	If you are introducing a new piece of equipment or technology and it does impact the team or processes then this needs to be assessed and managed.
	If the piece of equipment or technology does impact the team or processes in a significant way then solid change management processes will be required.
Timing until the change takes place	If the change is greater than 9 months in the future then there is plenty of time to work with the team and involve them in the change initiative.
	If the change is about 6 months in the future and it is not transformational you still have a reasonable amount of time to prepare the team
	If the change is within a few months then there is limited time to prepare the team and get them on board with the change so increased time and effort will be required.
Change Fatigue	If you have multiple changes occurring simultaneously or there has been recent change in the area then greater change support may be required to combat potential change fatigue.

6 Define a Case for Change

The purpose of creating a case for change is to capture the main benefits and risks of the change initiative for your team. It helps to gather the key points of the change to be used in communication and engagement activities and note them in the case for change.

The case for change focuses on why the change needs to occur (and why now), what strategic, operational or team benefits will be achieved and what are the risks of not changing are. It also acknowledges the risk of implementing change as there may be some and these need to be identified and mitigated. Ignoring issues will only make the team distrust the change. This change may be part of a larger change so linking to other initiatives helps to show how it fits into the wider scheme or plan. The most important thing is to bring the discussion down to the team level so you address WIIFM. If the change is part of a wider change and they have a project or programme case for change, use that as your foundation and build in detail for your team.

The key questions to answer when developing a Case for Change are below. Don't be limited to these though. If there is a specific question that is relevant to your change initiative include it in the discussion.

MAKING A CASE FOR CHANGE	
WHY DOES THE CHANGE NEED TO HAPPEN? (WHY NOW?)	Failing to meet customer needs/obligation Legislation changes Ministerial requirement Sector or market requirement Aligned to and delivers strategic goal/intent Other...
WHAT ARE THE BENEFITS?	Team Benefits Customer benefit Financial benefit Process, Productivity benefit Reputation benefit Employee benefit Manager benefit Risk mitigation Other ...
WHAT ARE THE RISKS?	What are the risks of implementing the change? How can the team mitigate them? Other...
WHAT ARE THE IMPACTS OF NOT CHANGING?	If the organisation does nothing what will happen to: Customers Financial Processes/Productivity Reputation The team/ Managers Risks Other...
IS THE EFFORT WORTH THE OUTCOME	Will the effort be worth it?
WHAT IS THE STRATEGIC ALIGNMENT	Find and state the strategic alignment- there should be one
ARE THERE ANY DEPENDENCIES?	Is this initiative linked to any other program or strategic projects or objectives?

EMBED Team Change Management Plan

The team change management plan is a simple document used to capture all the information and planning requirements for your team to get them through this change successful. The content will provide direction, analysis and assumptions that will guide you with timelines and milestones identified. It is your working document, and where your lessons learned can be captured for future recording so you can refer to them in future. A template for a team change management plan is included in the People Managers resources.

Engagement activities in Define and Engage

Below are potential engagement activities that you can use with your team during the Define and Engage stage of the change process. These are all face to face activities. Direct contact with your team is important in the early stage of the change because this is where the reason the change is required and the vision of the future is communicated. This is where you invite those members impacted by the change to come on the journey with you. This presumes that the change sponsor has launched the wider strategic conversation. If the change is a local change then you will need to lead the strategic discussion.

BUSINESS UNIT AND TEAM MEETINGS	CELEBRATION EVENTS	TOWN HALL MEETINGS	ROADSHOWS	ONE ON ONE MEETINGS
Business unit meetings are a great way to launch a change as they provide the business unit a more tailored engagement than stakeholder or town hall meetings	Celebrating the beginning of a new journey is a positive way to begin the change process	These are large meetings and due to their size can be quite formal. However, they are good for allowing the team to hear first-hand any large change that is proposed. It allows the team to feel included right from the start, and respected.	If you have multiple sites with large team's road shows are a great way to personalising the launch of a change initiative.	One on one meetings are an excellent way for the sponsor to engage with senior key stakeholders that can impact the change.

Non-Face to Face Engagement – are a great way to back up face to face engagement activities.

MAGAZINES ARTICLES	LEGISLATIVE CHANGE	BULLETINE BOARDS AND STORY BOARDS	PROGRESS CHARTS	POSTERS BANNERS
Use references to articles in industry magazines to reinforce that the sector or industry is changing and the organisation needs to change as well. This puts the change in a wider context – it's not just all about the organisation	Use a change of legislation or directive from parliament to highlight the need for change. Articulate why the change is required and its purpose– what are they trying to achieve.	Use boards to present a static view of the future vision. Why change needs to happen and what the future operation looks like. Individuals can take their time to absorb strategic information.	Charts/graphs showing starting point help the team understand where we are now relative to future state	Posters/banners electronic displays are great for creating initial awareness that a change is coming. They are great pre-presents for something new
EXECUTIVE COMMUNICATION	CALENDAR OF EVENTS	WRITTEN MATERIAL SUCH AS NEWSLETTERS AND FACT SHEETS	SUCCESS STORIES	SURVEYS EMPLOYEE SURVEYS – PULSE CHECKS AND BUSINESS READINESS CHECKS
Executive messages, emails letters or other non-face to face engagement are a great way to set the scene IF the executive cannot meet face to face with the team. Face to face at the launch of a change initiative is the preferred launch medium.	A calendar of events is a great tool to use in the engage phase as it let the team know what to expect - it should outline the process for engagement with key milestones called out essentially it is a road map of activities	Use written material to reiterate the vision, why the change needs to happen. They could be handed out at launch meetings for circulated after the event.	Success stories at launch show the team how the change you are embarking on worked for others. It breeds confidence	Pulse checks are a great way to create a base line that informs future activities
TECHNOLOGY ENABLING ACTIVIES	SOCIAL MEDIA	WEBS TXT VOICE MAIL	REWARD AND RECOGNITION	
On line presentations Podcasts Webcasts or Videos are a great way to get a message across to wide geographical areas. Webinars, video conferencing and tele conferencing are also a great way to engage with large groups	The use of social media will depend on the change and environment in which you work.	Websites Intranet sites/popups are a great way of reiterating the message delivered at the start of a change initiative	Reward and recognition, in the acknowledgement of anticipation of work to be completed is important at the engage phase as it sets the tone of a supportive environment.	

Resistance in Define and Engage

Resistance to change is normal, so please anticipate your team may be resistance to the change and plan for it. Resistance can occur at any time during a change initiative lifecycle, not just at the beginning or end so monitor for team resistance across the lifecycle of the change initiative. The real trick is to identify why your team are resisting the change. If you have communicated the reason for the change in a convincing way; identified WIIFM's (what is in it for me) for impacted people; provided training to build capability; provided holistic support from the wider organisation; and then managed the change with good governance, then embedding the change and achieving desired outcomes will much easier to achieve. However, that doesn't mean some individuals or teams won't resist the change along the way. As we work through the EMBED Change Process we will discuss why resistance occurs, what it might look like, plus suggest engagement activities to overcome resistance.

In the Define and Engage stage, resistance from your team can occur because those impacted by the change have not fully understood or embraced the vision of the future. They can often be in denial that the change will occur and use words such as 'I don't understand why...' in conversations and feedback sessions. This is a clear indication that they have not embraced or understood the need for change and this needs to be addressed. It is a well acknowledged fact that you need to communicate a key message a number of times before it is fully understood, some say up to 5 time. So, in the Define and Engage stage, communicate the vision and why the change is required to your team multiple time and via various different mediums. Please note, you cannot put a message on your team lunchroom wall or send out a team email and expect a 'visionary' message to get through. At this stage in the change process face to face engagement is the most effective way to begin the conversation. Then once this is complete, you can support this with non-face to face activities. Put the effort in early and you will reap the reward.

Resistance can also occur from business areas not impacted by the change but from whom support is required. For example, you may need assistance from finance, human resources or a data team. This is where the sponsor needs to provide assistance and communicate the strategic advantage of the change initiative organisation wide. Linking the outcome and benefit to a strategic goal make the change initiative a 'win' for everyone. Just as you would focus on WIIFM for your team, define the WIIFM for any business group from which you need support.

Summary

Congratulations you have completed Define and Engage, the first stage of the EMBED Change Process. By now you will have defined your scope, benefits and outputs. Gained support from your managers for the change and completed an impact assessment. From this you will have designed your team case for change and began to populate your team change management plan. You will have planned some early engagement potentially using some of the activities recommended for this stage to ensure resistance at this stage of the change initiative lifecycle is minimised.

Following is a coaching cheat sheet for you to work through to give you confidence that you have created a good foundation on which to further build your change plan. Work though this checking you have as all the information you need/or is currently available.

<p style="text-align: center;">Coaching Session and Cheat Sheet</p> <p><i>ok...go get a coffee, cuppa or a glass of water and let's work through where you are at with this module...</i></p> <p style="text-align: center;">Define and ENGAGE</p>	<p>How are you doing?</p> <p>Yes, all good No, need more</p>
<p>Let's make sure you have all you need to be successful in this change. Review the discussion below and answer to yourself 'yes' I have all the information I need or – no I need more or no I need more but it's not available yet.</p>	
<p>Do you have the scope well defined and has it been agreed with your manager?</p>	
<p>Is there alignment to the organisations or business unit objectives?</p>	
<p>Have you confirmed the desired benefit?</p>	
<p>Are you confident your sponsor or your managers will support this change? This is really important. Is the sponsor or your manager on board?</p>	
<p>Have you managed to identify key high-level milestones that you can use to plan your team engagement and communication activities?</p>	
<p>How is this going to impact your team and their BaU responsibilities?</p>	
<p>Impact Assessment When completing your impact assessment capture as much details as possible as this will show the gap between what you and your team do now and what will be required in the future. Think carefully about each part of the impact assessment as it will inform your change management activities and guide your focus for change.</p>	
<p>Take time to understand the number of your team impacted, are they in one group or multiple groups? Who are they? What level of the organisation are they?</p>	
<p>Identify the locations impacted. Are there multiple locations impacted, this adds to complexity?</p>	
<p>Investigate changes to skills, processes or responsibilities. Will new skills be required? What processes or responsibilities? Will these be hard or easy to learn? Is there a big change from current state or small?</p>	
<p>Investigate team redesign implications. Does the change require a change in structure, reporting line, team reorganisation?</p>	

<p>Identify number of clients impacted. What client or customer groups are impacted by the change? Are they the same or multiple cohorts?</p>	
<p>Assess the degree of impact on suppliers of services to the team. Does the change impact only a few or most – or none? Does the change rely on an supplier making a change and if so how significant is this?</p>	
<p>Assess process changes, new current or redesign. Do processes need to change? If so by how much, are new processes required</p>	
<p>Assess technology impact. Is there an IT component to the change? How does this impact the change? Is there an additional training requirement for IT? Is the timing of the IT change aligned with the planned overall change? Are there external suppliers who need to be integrated into the overall plan?</p>	
<p>Assess policy impact. Does there need to a policy or procedure change? Does this change require legislation change? What impact will this have on the timing of the project?</p>	
<p>Assess current team environment with regard to change. Change is constant in today's business world so if the team has undergone a lot of change recently, they may be suffering from change fatigue. What change has occurred recently? Did it go well? Are there any lessons to be learned? Have benefits been realised?</p>	
<p>Complete Impact Assessment. Once you have completed your impact assessment analysis you should have a very good understanding of the impact so you can document the change between what you do now and what will be required in future. If you don't have the future requirements fully defined use the information available and add more information as it comes to light.</p>	

<p>Case for Change</p> <p>This is the exciting part of the planning as you now start to think about how you can help your team move along the change curve. From the scope, impact assessment, and current and future state analysis begin to create 'the story' for the change.</p>	
<p>Begin to craft the story with why this change needs to happen and why it needs to happen now. What would happen if you did nothing, what would be the ramifications? The status quo is not working change is required. Do you have this clearly outlined.</p>	
<p>Define any risks of issues that may occur as a result of making the change. It's important for credibility that you do this because if you ignore issues your team will not feel you are being honest, and trust and respect may be impacted. Outline mitigation strategies to minimise risks and issues. If they are not evident outline a plan to develop these.</p>	
<p>Identify all benefits associated with the change. This is where you paint the future vision with all benefits identified so the team and stakeholders understand WIIFM. This is not just about benefits for the organisation. WIIFM will also be motivating for individuals and help them on their change journey.</p>	
<p>Is the change linked to a specific timeframe or other dependency? As mentioned above a business is the sum of many moving parts – what might impact this change? What dependencies does it have of the business or other changes that need to be on track for it to be successful.</p>	
<p>Write a compelling story that outlines your case for change in short bullet points so your team understands its goals, benefits, risks and issues. They understand what it delivers strategically and its interdependencies. They will know there is some pain but it's worth it. Document issues and risks and mitigation or a plan to collaborate to develop this.</p>	
<p>Use your team to help make this change a success. Share your impact assessment and draft change management plan for review with those who can give you support and assurance you have captured all the facts correctly. This is important as it is a good sense check that you are all on the same page, have captured all the information correctly and this engagement activity builds rapport with the team.</p>	
<p>You now have a solid foundation on which to design the delivery of the change.</p>	

