

SIX KEY FACTORS IN CHANGE MANAGEMENT

This tool lays out six key factors for success in managing change for companies and organizations of all types. For each of the six factors, the tool lists the specific questions and issues to consider. Note: There is a science and an art to managing change, both in designing the process and in facilitating decisions so that real change occurs. People should keep referring to this checklist at every point in the process.

1. CLARITY OF VISION

- What does success look like?
- Why is the status quo not acceptable?
- What is the vision? How will people or society benefit if the change is achieved?
- How does the vision translate into benefits or costs?
- What will remain the same? What do people not need to worry about?

2. STRONG CHAMPIONS

- Are the leaders of the organization involved and supportive of this change?
- Are they prepared to champion the change, even when the going gets tough?
- Are other people with broad influence also championing the change?
- Who could scuttle the project? Why? What can you do to get them on board?

3. CLARITY OF ROLES

- Are the right people at the table planning the change?
- Is there a clear decision-making process?
- Is it clear how decisions will ultimately be made?
- Are other roles clear? E.g. the role of external stakeholders

4. SUFFICIENT RESOURCES

- Is there sufficient time for people to meet and resolve the issues that need to be resolved?
- Are there people to guide and facilitate the process?
- Who is responsible for developing the change management plan?
- Are there sufficient resources to implement the plan?

5. ENGAGEMENT

- Are staff, volunteers and others who will implement the change engaged in examining options and developing recommendations?
- Are key outside groups and stakeholders also engaged?
- Are you engaging the people who are resistant to the change?

6. COMMUNICATION

- Throughout the process, are people informed about what is going on?
- Do people understand why the change is occurring?
- Do people understand the process and their opportunities to provide input?
- Is the communication proactive – not reactive?