



# **CHANGE MANAGEMENT PLAN**

**For additional tools and templates, visit [b-space](#), OE Program Office, Resources, Change Management**

# Results Delivery Plan: Framework for Change

## **Prepare to build commitment and capability:**

1. Develop case for change
2. Develop compelling vision for the future state
3. Identify key changes, affected groups, and prioritize impacted groups
4. Understand impact and capacity for affected groups
5. Identify/develop leadership spine

## **Build commitment and capability:**

6. Leveraging leadership spine for enrollment
7. Communicate Effectively
8. Managing resistance
9. Shape and reinforce behaviors (antecedents and consequences)

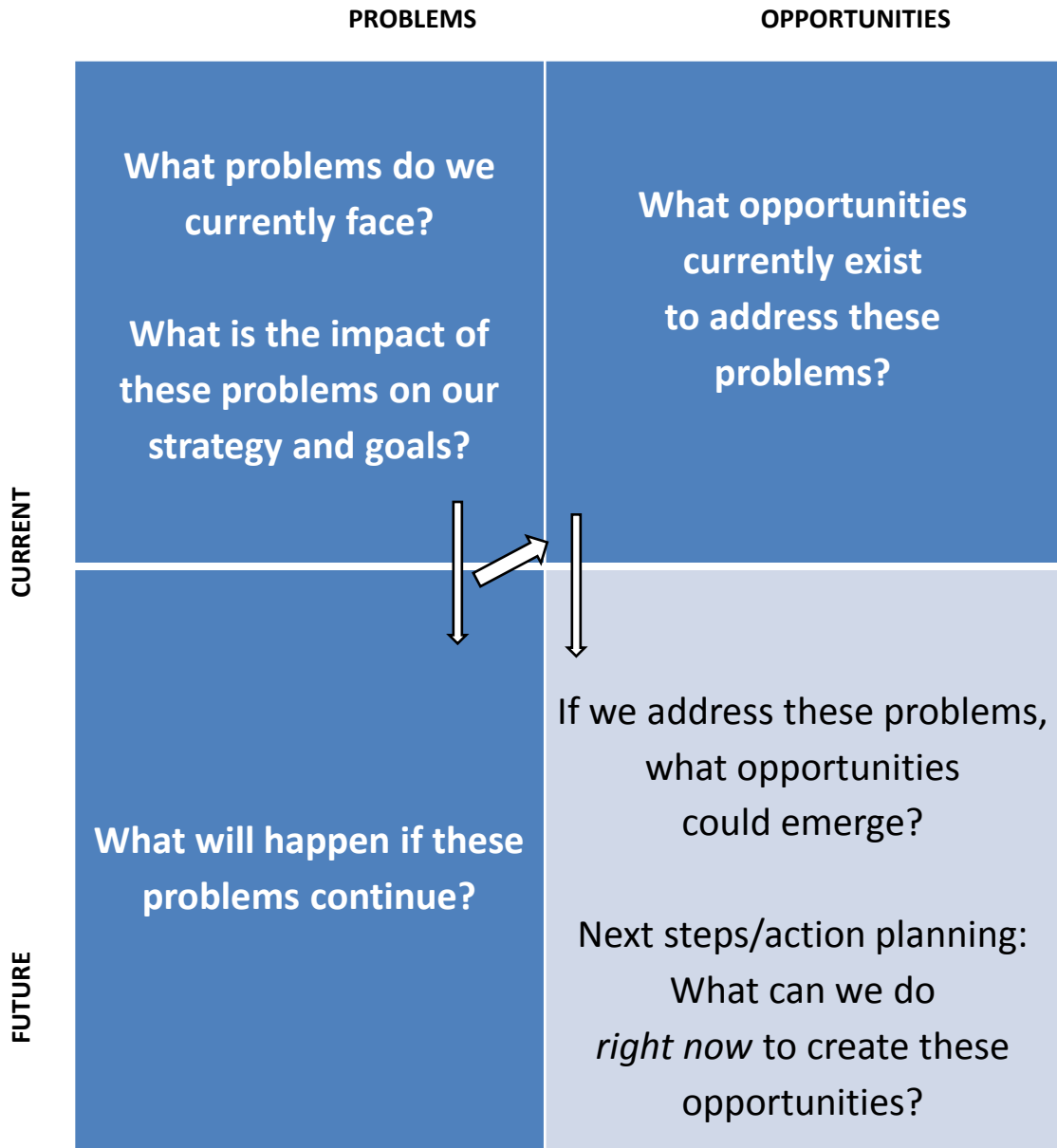
Tools & Templates

# 1 CASE FOR CHANGE

# Workplan: Case for change

Activity	Deadline	Owner
<ul style="list-style-type: none"> <li>• Identify the current and anticipated problems and opportunities underlying the case for change using 2x2</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Create a set of 3-5 simple messages as building blocks for the case for change</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Develop 1-page summary of case for change based on 3-5 messages and refine language with Initiative Sponsors</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Get input on case for change from OE Communications Lead</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

# Creating a Compelling Case for Change



## *and a Plan for Action*

Adapted by K. Mitchell for CORWE/UC Berkeley from Bain & Company results acceleration/delivery planning materials, August 2010

# Template: Current and anticipated problems and opportunities

**Problems**

**Opportunities**

**Current**

- ...

- ...

**Anticipated**

- ...

- ...

**Highlighted** = priority reasons

Tools & Templates

# 2 **FUTURE STATE**

# Workplan: Compelling Future State

Activity	Deadline	Owner
• Brainstorm creative metaphors and/or images to help communicate the case for change	•	•
• Test language with key stakeholders to ensure intent is clear and descriptions resonate	•	•
• Write compelling intent statement for use by leaders in communicating the need for change	•	•
• Get input on compelling future state language from OE Communications Lead	•	•
•	•	•



# Template: Vision of the future

<b>Changed experience</b>	<b>Metaphors/images/ examples</b>

Tools & Templates

# 3 KEY CHANGES AND GROUPS

# Workplan: Key changes and groups

Activity	Deadline	Owner
<ul style="list-style-type: none"> <li>Brainstorm list of key changes required to achieve the future state and key groups impacted by these changes</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Prioritize groups based on contribution to value realized by the initiative and level of impact of the initiative on the group</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Vet list of changes, groups and prioritization with functional and other campus experts</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

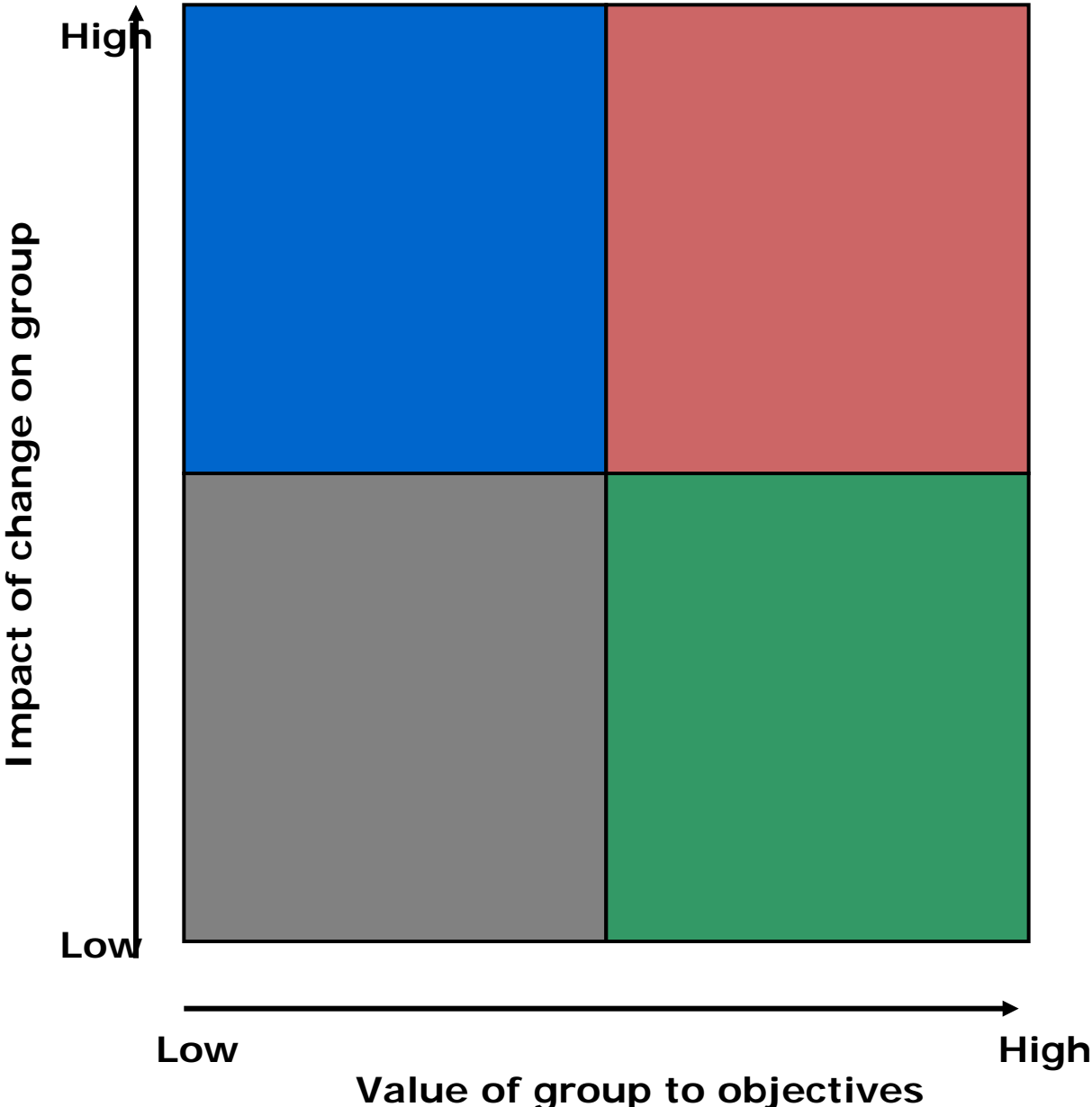
# Template: Changes and groups

## Impacted groups

Change	Impacted groups				
	Group #1	Group #2	Group #3	Group #4	Group #5
Example change	✓		✓	✓	
Change #1					
Change #2					
Change #3					
Change #4					

✓ Impacted by change

# Template: Prioritization 2x2



Tools & Templates

# 4 **IMPACT AND CAPACITY**

# Workplan: Impact assessment

Activity	Deadline	Owner
<ul style="list-style-type: none"> <li>• For high priority groups identified on prioritization 2x2, complete an impact assessment to determine overall impact</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• For high priority groups, estimate timing of impact</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Create initiative-level heat map and share results of heat map with Program Office</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Request OE-level heat map from Program Office and discuss results</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>




# Template: Impact assessment

		<i>Low Risk</i>				<i>Caution</i>			<i>Danger</i>		
		1	2	3	4	5	6	7	8	9	10
<b>1. Scope</b>	• % of people affected?	Green				Yellow			Red		
<b>2. Adoption window</b>	• Time to adjust?	Green				Yellow			Red		
<b>3. Novelty</b>	• Evolution vs. quantum leap?	Green				Yellow			Red		
<b>4. Inevitability</b>	• Self evident change?	Green				Yellow			Red		
<b>5. Certainty</b>	• Certainty + Specificity?	Green				Yellow			Red		
<b>6. Ability</b>	• Existing knowledge + skills?	Green				Yellow			Red		
<b>7. Beliefs</b>	• New vs. existing?	Green				Yellow			Red		
<b>8. Values</b>	• New vs. established?	Green				Yellow			Red		
<b>9. Behaviors</b>	• Consistent or different?	Green				Yellow			Red		
<b>10. Activities</b>	• New vs. existing processes?	Green				Yellow			Red		
<b>11. Measures</b>	• New vs. existing metrics?	Green				Yellow			Red		
<b>12. Economics</b>	• Fiscal differences?	Green				Yellow			Red		
<b>13. Organization</b>	• Change to structure, roles, etc?	Green				Yellow			Red		
<b>14. Trust</b>	• Trust in change leadership?	Green				Yellow			Red		
<b>15. Benefit</b>	• Good for me?	Green				Yellow			Red		
<b>16. Control</b>	• Can I influence?	Green				Yellow			Red		



# Template: Heat map

	Group 1	Group 2	Group 3	Group 4	Group 5
Overall					
Q1					
Q2					
Q3					
Q4					

	Low impact
	Medium impact
	High impact

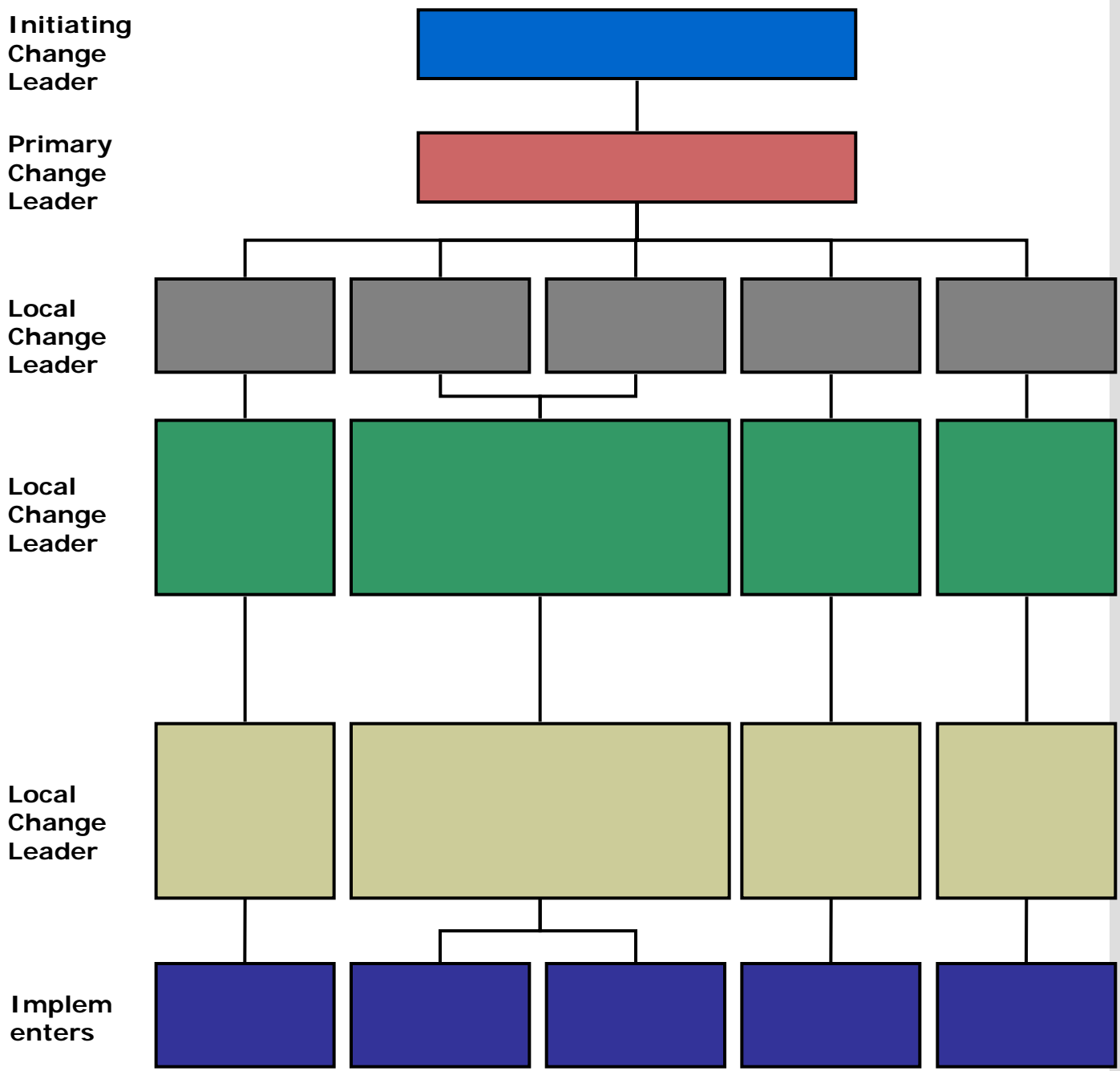
Tools & Templates

# 5 LEADERSHIP SPINE

# Workplan: Leadership spine

Activity	Deadline	Owner
<ul style="list-style-type: none"> <li>• For each key change and group impacted, complete a leadership spine identifying change leaders, agents, advocates and blockers</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Identify ~4-6 change leaders common across all leadership spines for initiative and form advisory council</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

# Template: Leadership Spine



**Changes** Processes, Policies, Capabilities, Systems, Organization, Behavior, Beliefs, Values , etc.

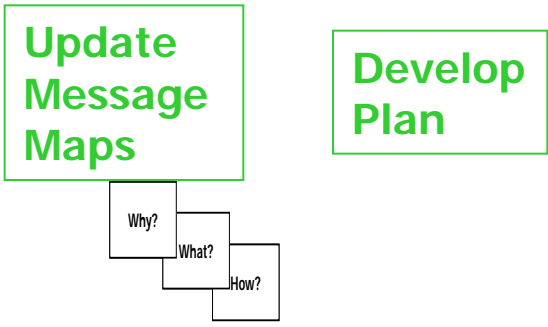
Tools & Templates

# 5 ENROLLMENT

# Workplan: Enrollment

Activity	Deadline	Owner
• For each leadership spine, identify enrollment approach and enrollment plan	•	•
• Develop enrollment support materials	•	•
•	•	•
•	•	•
•	•	•

# Example: Enrollment plan overview



**Revise Role Maps and Leadership Spine**

**Role Mapping:**

- Are all Change Leaders in our Leadership Spine?
- Must define an enrollment process for business areas that are critical to our realization (even though implementers may not have to change)
- How can we leverage advocates?

## What Cascades and HOW?

**Enrollment Sessions**

- The Story
- Local Implications
- Change Leadership role
- Time for dialogue
  - Incorporates orientation/training to leadership role (minimum of 1-2 hours)
  - Important lower in organization prior to pilots/roll-out

+

**One-on-One Meetings**

- Implementer issues
- Change leader role

In person or virtual

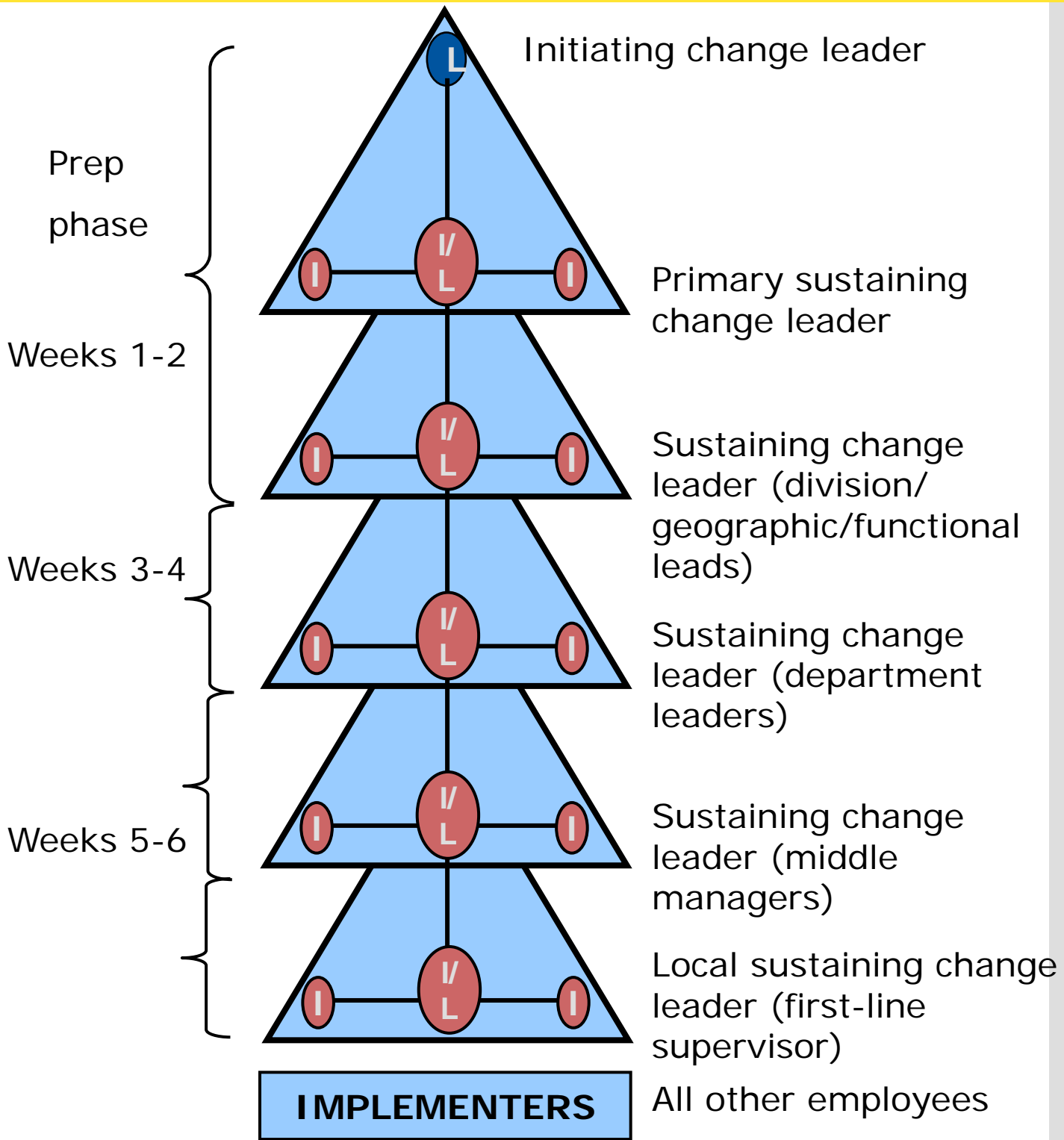
See value in face-to-face, group sessions

Recommend 1-day, face-to-face Change Leadership Training for Directors. Make available to leaders in lower levels as change approaches (handling resistance)

Consider how to adapt to WebEx or module during Enrollment

Top two tiers: Orient to session design and materials; one-on-one with Initiating Change Leader

# Example: Enrollment plan cascade





Tools & Templates

# 7 COMMUNICATIONS

# Workplan: Communication plan

Activity	Deadline	Owner
• Develop initial communications plan	•	•
• Share initial communications plan with OE Communications Lead for feedback	•	•
•	•	•
•	•	•
•	•	•

# Template: Communications Plan

Group	Messages	Delivery format/ Messenger
#1		
#2		
#3		
#4		
#5		

Tools & Templates

# 8 RESISTANCE

# Workplan: Managing resistance

Activity	Deadline	Owner
• Using the results of the impact assessment for priority groups, identify sources of likely resistance	•	•
• Develop plan for managing resistance including training for change leaders and communication tools	•	•
•	•	•
•	•	•
•	•	•

Tools & Templates

# 9 BEHAVIORS & CONSEQUENCES

# Workplan: Changing behaviors

Activity	Deadline	Owner
<ul style="list-style-type: none"> <li>• Identify specific behavior changes by a key group required to achieve desired results</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Identify consequence providers for this population</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Design consequences (especially positive) to reinforce behavior</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Identify and develop training, communications and systems required to implement consequences</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

# Template: Behavior changes

Group	Behaviors	Consequences (positive and negative)
#1		
#2		
#3		
#4		
#5		



# Template: Behavior changes

Group	Performance Requirements Behaviors/Skills	Training Plan
#1		
#2		
#3		
#4		
#5		