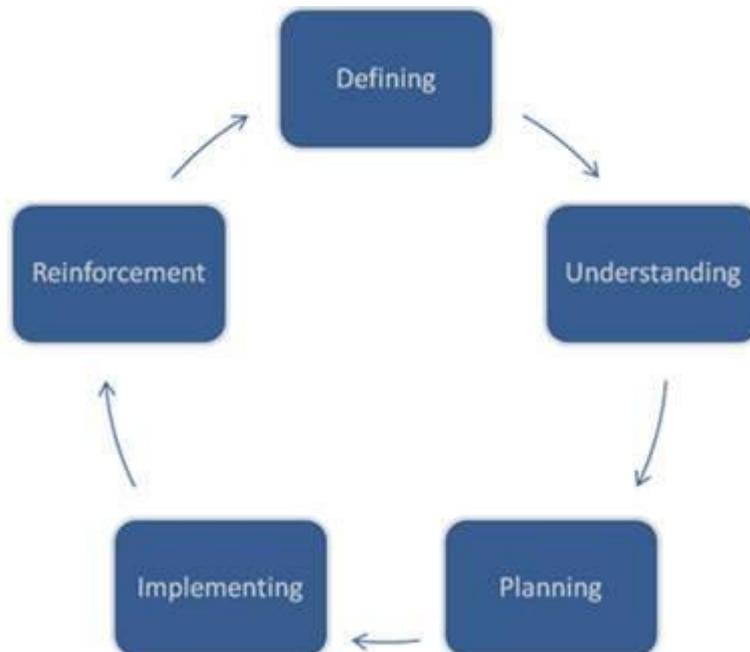


Tool of the Moment 2: Cycle of Change



This is a useful model to use when preparing your and your teams thinking regarding a specific change. Listed below are some useful questions for you to start to consider the implications in each area, which you can build from and make your own.

Defining the change

- What is the current position and what will have changed?
- What are the benefits or dis-benefits?
- What will be the new capabilities delivered by this change?
- What performance measures and targets are expected?
- What are the expected improvements and what will success look like?

Understanding the change

- How many people are affected – internal and external and how will they be impacted?
- What level of resistance are we likely to experience? What is the root cause of the resistance and what can be done to manage resistance?
- How much change is already affecting the impacted groups?
- What “business as usual (BAU)” activities could be affected by this change and how will BAU be managed?
- What other changes are going on in the service/organisation/national trends which may affect roles and structures?

Planning for change

- How will risk be managed and assessed throughout the process?

- What due diligence needs to be completed as part of the planning process and how will this be collated, assessed, reviewed and prioritised –includes all data analysis?
- What is the communications and stakeholder strategy which will underpin the change?
- How clear is the vision for change and its effect on the people who are impacted?
- What are the measures of success and how will they measured / performance tested?

Implementing the change

- How will you communicate quick wins and progress out to the stakeholders?
- What process will you use to capture and share lessons learnt?
- How will you use the 'change advocates' who you identify during the implementation?
- How will you update the project plan in light of changes made during implementation?
- When will you know the implementation has been successful- when will it end?

Reinforcing the change

- How will you integrate 'new ways of working/doing things' into BAU?
- What are the motivational factors which have arisen for and against the change and how will you incorporate them into new ways of working?
- What are the lessons learnt themes which you have identified which can benefit over activities?
- If you were to deliver the change again- what would you do the same, differently?