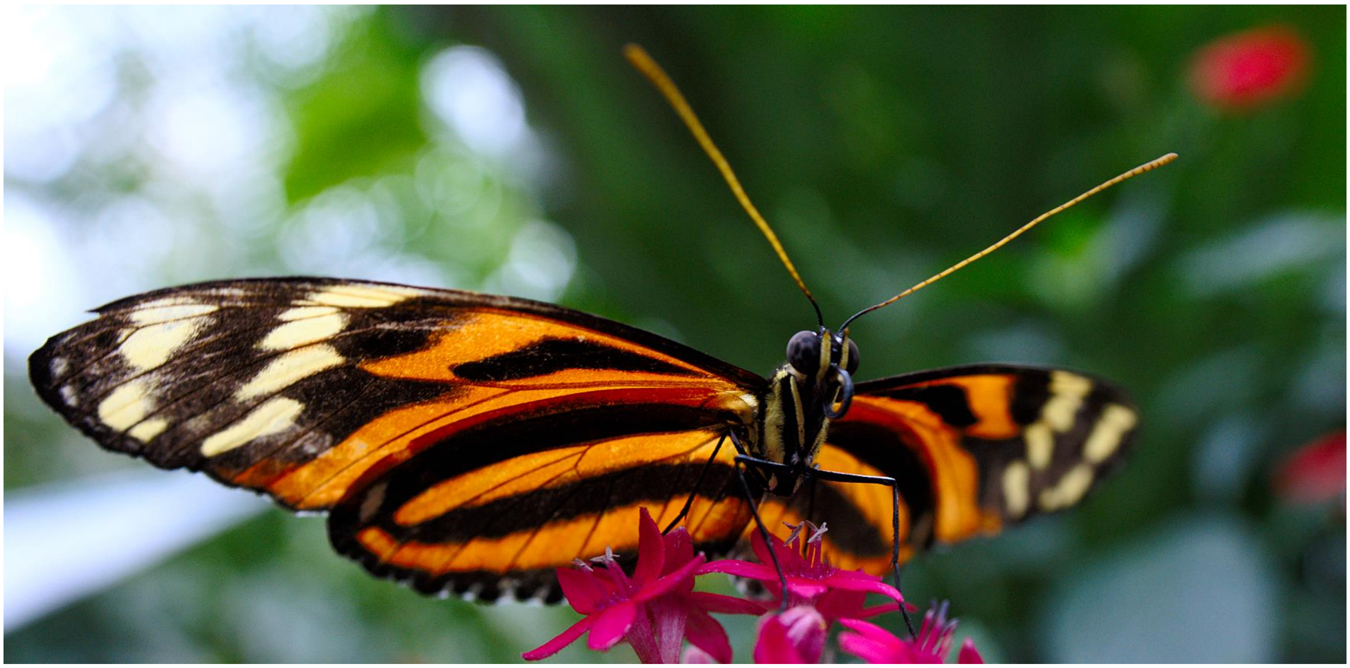

Change Management Playbook

State of Washington, Human Resources Community Governance

Office of Financial Management
Better Information. Better decisions. Better government. Better Washington.

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Overview

Why This Playbook Exists

Change management is the art and science of managing the *people side of change*. An organization could identify a logical and critically-important change, have the support of a terrific leadership team, and have an ace project manager enlisted to make the change happen, and yet that change would still be at risk of failing implementation. Why? Because change happens one person at a time, and if we forget to understand, anticipate, and plan for the reactions that individuals are likely to have, we will fail more often than not.

With that in mind, this playbook provides a simple, proven, and easy-to-follow change management methodology for your HR Subcommittees to use as they identify and implement changes for the HR community.

Who Should Use This Playbook

This playbook is designed for use by any Washington State agency. It is designed to be used in conjunction with involved leadership and strong project management—without these elements, change management is likely to fail.

How and When to Use This Playbook

This methodology is intended to help manage the people side of change, and therefore should only be used when:

- The change affects a significant number of people, and
- The change changes the daily work of those people in some way.

Changes that do not directly affect workers, or that affect them rarely, may not require such a rigorous approach to change management.

Typical Timeline

The change management approach spelled out in this playbook includes three distinct phases: preparing for change, managing change, and reinforcing change. It is reasonable to estimate three months for the typical "preparing for change" phase of work, if the committee has sufficient availability and resources to do the work in a timely manner. The remaining two phases depend largely upon the complexity of the change and the project management timeline. It is not unusual for "reinforcing change" on complex projects to be measured in years, not months.

Step 1 | Prepare for Change

"An ounce of prevention is worth a pound of cure."
—Benjamin Franklin

The first phase of change management, preparing for change, is the most critical. Without adequate preparation, your team will continually be playing catch-up as the change is implemented, which will require greater time and resources.

Build Your Change Team

The Change Team doesn't have to be big, but it does have to be active. The team should be at least three individuals who have:

- The ability and willingness to contribute sufficient time to the effort
- A thorough understanding of the change to be supported
- Excellent communication and interpersonal skills
- The support of leadership

Assign Team Roles & Responsibilities

Your team will need to assign at least two roles:

- Convener
- Change Manager

The Convener will be responsible for managing the Change Team, but not the change itself. This individual will set meetings, prepare agendas, gather resources, distribute tasks, and drive communication.

The Change Manager, on the other hand, is responsible for managing the change itself. They will lead the team through discussions that will satisfy each of the portions of this toolkit, as they build the Change Management Plan. While the development of the change management strategy will be a collaborative effort of the whole team, the Change Manager will be the one responsible for compiling and executing the plan.

It is important to note that the Change Manager is not the same thing as the Project Manager, and only in rare circumstances would you want them to be the same person. The Project Manager needs to be focused on the steps, timing, and resources for the project. The Change Manager needs to be focused on the people side of the project. It is very difficult for one person to handle both aspects at the same time.

You may want to include the Project Manager on your Change Team, or you may elect to simply have regular check-ins between them and the Change Manager. (See worksheet, page 1)

Define the Change

Once you have your Change Team assembled, the first order of business is to define the change. This may seem obvious – after all, this playbook wouldn't be in use if there weren't a change afoot. However, there are some specific definition criteria that will help in the change management process: a defined objective, a description of the scope of the effort, measures of success, and a change sizing assessment.

Objective

The objective, simply, is the intended outcome of the change. Defining this carefully will provide a "north star" for the change process. As you define the objective, answer these questions:

- Will there be an "outome" of this change, and can you describe it?
- What effect will this change have on the organization?

Ultimately, you will want to draft a simple statement that describes what the change aims to do. This can be used as a short "elevator speech" as to what the change is and why it is being undertaken.

Scope of the Effort

The Scope of Effort describes the work necessary to achieve your stated Objective. This is probably a longer statement than the Objective. As you draft your Scope of Effort, answer these questions:

- Who will it affect? How?
- Why is it happening now? Is it urgent? Why?
- What are we doing?
- What will it make better? How?
- How are we doing it?
- By when do we want it to be completed?

Measures of Success

We need to be able to know how to measure the change effort, so we can identify whether we are making progress or not. Some examples of measures that are used for change efforts include survey responses, readily available data (e.g. number of times something is accessed on a website), or a combination of both.

A good guide for measures is the SMART model. The measures should be specific, measurable, attainable, realistic and timely. (See worksheet, pages 2-3)

Change Level Assessment

Part of understanding the change at hand is understanding just how BIG the change will feel for your organization. Because we are dealing with the people side of change, it's only partly about the reality of the level of change, and it's largely about how large that change *feels* to those affected.

The simplest way to do this is for the Change Team to answer the questions below as best as they can. However, the view of the Change Team is often influenced by many factors, and they may not have the whole picture. If at all possible, gather responses to these three questions below via verbal surveys, paper surveys, or online surveys. (See worksheet, page 4-5, for an example) Responses should be captured in numerical format, according the the numbers for each row. If the change affects multiple agencies, tabluate results for each agency so that you can identify areas of greater impact.

What is the reach of the change? That is, how broadly will this change reach across our workforce?
Considerations: What percentage of the workforce will be affected by this? Will it affect everybody the same, or will it only have a major effect on some individuals?

1. This change will have BROAD REACH
2. This change will have SOME REACH
3. This change will have LITTLE REACH
4. This change will have MINIMAL REACH

What is the complexity of executing the change?
Considerations: How simple or complex will the execution of this change be? Does it require the replacement of systems or software? Can it be managed internally, with existing staff?

1. This change is HIGHLY COMPLEX
2. This change is SOMEWHAT COMPLEX
3. This change is SIMPLE
4. This change is VERY SIMPLE

How different will things be after the change?
Considerations: How different will things feel after this change is made? Does making this change require a change in workflows? Will it change anybody's job description?

1. This change will make things VERY DIFFERENT
2. This change will make things SOMEWHAT DIFFERENT
3. This change will make things A LITTLE DIFFERENT
4. This change will make things NOT NOTICEABLY DIFFERENT

Average the numerical results for each question, and pay particular attention to any average scores (or agency-specific scores) below 3. Generally speaking, a group of lower scores on this assessment will mean a greater need for Change Management throughout the project. Consider the results from this assessment as you:

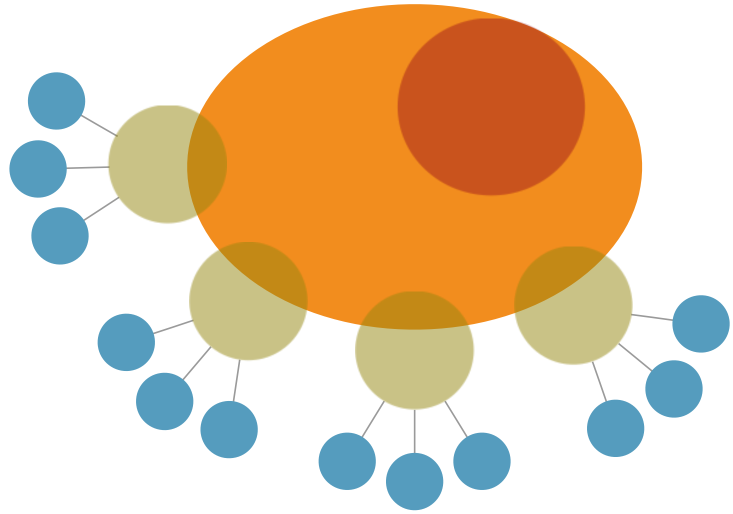
- Design your sponsorship
- Identify resource needs
- Plan communications
- Develop coaching and training plans

Design Your Sponsorship

One of the critical elements of any change effort is a definition of sponsorship. Sponsors play different roles – some will be Activators, Promoters, part of a Sponsorship Coalition, or the primary Sponsor for the effort. The roles are critical as they form the governance of the change effort, and provide the structure to give the team guidance and input along the change journey. The model below provides a definition of each of the roles of sponsorship, some guidance on who should play each role, and some of the messages that each role is responsible for. (See worksheet, pages 6-7)

Sponsorship Model Overview

Sponsor
Sponsorship Coalition
Promoters
Activators



The Sponsor

- Role: Is the project's "owner".
- Who: Should be as high-level as possible.
- Message: Defines what success of the project accomplishes for the organization. Ties the project to the organization's overall strategy.
- Speaks to: All levels in the organization.

The Sponsorship Coalition

- Is made up of the Promoters and the Sponsor.

Promoters

- Role: Are the "cabinet members" for the Sponsor. Offer input, assist in implementation.
- Who: The leaders of departments or agencies within an organization.
- Message: Cheerleads for the sponsor. Defines success for each department or agency. Bears responsibility for bringing messages in to the Coalition, such as trouble spots.
- Speaks to: Activators

Activators

- Role: Is at the front lines of implementation.
- Who: Top-level managers or supervisors of workers impacted by the change.
- Message: Defines what success of the project accomplishes for the work group; makes the case for how the change will make daily work better.
- Speaks to: Mid-level managers and front-line staff.

Assess Your Organization and Risks

Assessing the organization's readiness for change gives the Change Team guidance as to where to spend the most effort, and it also can illuminate risks that could take a project off-course. Within the state government context, this is further complicated by the difference between agencies. The first step is to develop an instrument to gather the necessary information, which is followed by some analysis of how this information changes the Change Plan. If the change is to happen across many agencies, you may wish to assign scores separately for each agency, in order to highlight agencies where a heavier investment of Change Management resources is necessary. If possible, the sample size should be sufficient to enable averaging of scores, in order to not be overly-influenced by individual respondents.

Organizational Assessment

This simple three-question instrument can be delivered at the same time as the Change Level Assessment, if that allows for greater efficiency. Delivery methods can include verbal surveys, paper surveys, or online surveys (See worksheet, pages 8-9 for an example). Responses should be captured in numerical format, according the the numbers for each row.

What is your agency's capacity for this change?
Considerations: How many other things are changing at your agency right now? How adequate is your staffing? Are there other major initiatives underway?

1. **NO CAPACITY for change**
2. **LOW CAPACITY for change**
3. **SOME CAPACITY for change**
4. **HIGH CAPACITY for change**

What is your agency's readiness to execute a change?
Considerations: What is your agency's history of executing changes? How comfortable is your agency's leadership with change? How comfortable are the mid-level managers and supervisors? What about the front line staff?

1. **NO READINESS for change**
2. **LOW READINESS for change**
3. **SOME READINESS for change**
4. **HIGH READINESS for change**

How supportive is the sponsorship for this change in your agency?
Considerations: Thinking about the individual or individuals most likely to act as the sponsor for this change in your agency: Do they have a track record of supporting change initiatives? Are their direct reports likely to follow their lead on this change? What about front-line staff?

1. **NO SPONSORSHIP for change**
2. **LOW SPONSORSHIP for change**
3. **SOME SPONSORSHIP for change**
4. **HIGH SPONSORSHIP for change**

Risk Assessment

Compile the results of the Organizational Assessment by averaging the numerical answers for each question, either for state government as a whole, or by agency. Any average score below a 3 should draw your attention. Some potential risks and responses for low scores on each of the three questions are:

	Low-Score Risk	Response
Agency Capacity	Change may be hampered by competing priorities.	Spend extra effort defining and securing resources for the change; be prepared to use feedback for corrective action.
Agency Readiness	Cynicism or discomfort may create barriers to change.	Spend extra effort in identifying your sponsors for the plan; coach sponsors well; leverage celebrations of success.
Sponsor Support	Front-line staff may not learn about the change, or may not understand its importance.	Spend extra effort on your communications; develop a robust training plan.

Identify Resource Needs

In order for the change to stay on schedule and properly take hold, you will need specific resources assigned to the process. These may include fiscal resources, physical resources, directly-assigned personnel, and time/effort/attention from others.

The purpose of this task isn't about budgeting—hopefully the Project Manager has that covered for the project, but it may highlight some additional needs that the Project Manager may not have considered. *Stay focused just on those needs you have for the people side of change*, not for the project itself. (See worksheets, page 10 for an example)

Ask the team the following questions:

People Resources

› Do we have all the right people on our Change Team? Are they available to do the work?

› Do we need any others to help support us with time or attention?

Fiscal Resources

› Will we need budget for materials, such as for communications?

› Will we need budget for people's time?

Physical Resources

› Do we have the materials we need to manage the change?

› Do we need physical spaces for some phases of our work?

› Do we need electronic spaces (e.g website or sharepoint site)?

Check and Adjust Plan

You're nearly there! The first step, preparing for change, is nearly complete, but first we need to consider what potential roadblocks we'll encounter and how we'll overcome them. The one thing that the team can definitely anticipate, no matter what the change is, is that there will be resistance. Instead of being reactive to any resistance that the team encounters along the change journey, it's important to anticipate and plan for resistance.

The change team should work together to develop a "Check and Adjust" plan. (See worksheets, page 11 for an example) This plan will help to anticipate resistance, identify it when it occurs, and have a thoughtful plan to address the resistance. Through a discussion, the team should identify as many points of potential resistance that they can think of. Then, for each potential resistance, answer the question:

- How will we be able to identify it when it happens?

This question is intended to identify measures that the team should monitor as the change is rolled out. Measure might be things like number of trainings completed, number of downloads, or number of "workarounds" that are accessed. Each potential resistance should have a unique way to measure it.

The second question to answer for each potential resistance is:

- What should we do about it?

This is the team's response to the resistance. It's critical that the response be thoughtful and use the entire change sponsorship model to support the change. For example, if the resistance requires additional communication, be as specific as possible regarding who the communication should come from, how frequently, and what the message is.

Below is a simple framework to use in creating the check and adjust plan:

Potential Resistance	How to Identify	How to Address
What's the resistance that we anticipate to this change?	**How will we be able to identify when it happens?**	**What should we do about it?**

Plan to Celebrate Success

Change requires a "glass half full" mindset. There will be setbacks, but in the end, we know that change is good and will move the orgnaization to be better overall. As a result, while we want to anticipate and plan for resistance, we also want to anticipate and plan for success. (See worksheets, pages 12-13 for an example)

Below are a few simple questions to guide the team to develop a plan to celebrate success:

1. What are the key indicators of success in this change effort?
   Before launch, the team should consider what their "success metrics" will be. Answer the question: "We'll know we've been successful with change when…."

2. What are the points along the "change journey" that we should celebrate?
   Sometimes there are points along the journey that need to be celebrated, not just when you reach your destination. Consider which milestones will be important to celebrate.

3. How should we plan to celebrate the success in #1 and 2 above?
   Identify how to celebrate each success in #1 and 2 above. Don't forget to include these items in the Communications Plan that you will develop in Step 2: Manage Change.

Leadership Reflection Waypoint

"The only thing that is constant is change."

—Heraclitus, Greek philiosopher, 5th century B.C.

At this point, you have completed the first step to preparing for change. It's an important time for change leaders to stop, step back, and reflect on the learnings and insights they've gained so far, in order to be better prepared for the change journey ahead.

Below are a set of questions to consider, perhaps through a discussion within the change team and including the sponsor. Some of the questions might be:

- What have we learned about the capacity for change in this organization?
- What are the elements that are most challenging? Where do we anticipate that we will succeed?
- How is culture impacting the ability for this organization to accept the change we are preparing for?

This discussion should lead to a set of insights that will help guide the change effort, but can also be important guideposts for leadership of the organization to assess the "change readiness" of your organization. Leaders might consider these questions:

- If change is especially challenging for this organization, how can the leadership team work to better prepare the organization to have the capacity for change?
- How are our challenges with change related to our success as an organization?

Step 2 | Manage Change

"You have brains in your head. You have feet in your shoes. You can steer yourself in any DIRECTION you choose."
—Dr. Seuss

It's time to jump in! You now have the supports in place to make this change effort a success – the change team, an assessment of the magnitude of the change, a plan for every risk or type of resistance, and an assessment of resources required. These are the critical foundations for decision-making and definition of the change.

Now it's time to build the plan to manage change. Some of the questions this step will answer are:

- What should we tell people about this change effort?
- Who do we need to inform?
- How will we ensure that the change "sticks"?
- How will we inform people that they need to work differently?

It's important that you work through this step together with the change team, and review it with the sponsorship coalition. Having their support and buy-in will ensure that you're all on the same page – just in case the going gets tough.

Develop Communications Plan

A Communication Plan is a core element to any change implementation. We recommend that you build the communications plan in two steps (See worksheets, pages 14-21 for an example):

First, we will identify a sender, a receiver, and a mode of communication. In preparing to design our communication plan, we need to make sure we have all the appropriate parts and pieces identified correctly. Here's an example of this exercise:

SENDER

- Governor
- State HR Director
- HR Managers
- Agency Leaders
- Goal 5 council
- State HR
- Deputies
  Results WA Cohort Participants

MODE

- Town Hall
- Face-to-Face
- Email Distribution Lists (please specify)
- Website
- Sharepoint
- Agency Newsletters
- EOC Report-Out

RECEIVER

- HR Managers
- HR Staff
- Agency Staff
- Goal 5 Council
- Labor Representative

Second, we will want to identify the specific messages that will need to be communicated throughout the change effort. We use a simple format to define each communication: Description, Timing, Sender, Receiver(s), Mode, and Main Messages. This format should be used for as many messages as the change team can anticipate in advance. Here's an example format (see the workbook for a full example of a communication plan).

COMMUNICATION #1: DESCRIPTION

Timing: (When will this communication take place?)

Sender: ______________________________

Receiver(s): ______________________________

____

____

____

Mode: ______________________________

Bullet list of main messages:

____

____

____

____

____

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____

____

____

Develop Sponsor Plan

At this point, you've identified your sponsor, your promoters and your activators. But those individuals will need much more to help them be successful. They need talking points for discussing your change effort and they need to know with whom they need to be communicating those talking points.

For your Sponsor, your Promoters and your Activators, you will define:

- What are the key messages they need to be communicating?
- Who should they be communicating with?

This step is critical to ensure your sponsorship coalition has what they need to support the change effort. Share the sponsor plan with your sponsors and promoters, and give them an overview of what you expect from them. This preparation will go a long way to ensuring you have the support you need to manage change. (See worksheets, pages 22-23 for an example)

Develop Coaching Plan

The Coaching Plan is simply a way to prepare to lend encouragement to members of your Sponsorship Coalition as they undertake efforts to support the change process. It is helpful to pllan for this in advance, and to set the expectation that they will be coached. This will minimize the likelihood of an awkward conversation if things aren't going as planned and you need to coach without preparation.

Think ahead to determine when you will need to coach the Sponsor, Promotors, and Activators. Each will likely need to hear a different message at different times. If nothing else, the pre-established coaching routine will serve to keep them accountable to the role they play in Change Management. For each type of sponsor, determine how many times they will need coaching, when those coaching sessions will happen, and who will coach them.

Note: Depending on the makeup of your Sponsorship Coalition, the Sponsor may be the coach for the Promoters, and a Promoter may serve as a coach for the Activators. (See worksheets, page 24, for an example)

Develop Training Plan

Not unlike the Sponsorship Coalition, the front-line employees who are affected by this change will need to know in advance that they will have opportunities to be trained in relation to the change. The size and complexity of the Training Plan will be directly proportional to the size and complexity of the change.

Think ahead about who will be affected, and what they will need to learn about how the change affects them: Will they need to learn new procedures or processes? Will they need to learn how to use new software or tools? How will this change their daily work?

To develop your Training Plan, determine the full list of target audiences, when they will need training, who will do the training, and what mode the training will be delivered by. Simple changes could be communicated by an email or a short video, while complex changes may require the scheduling of training classes with an in-person instructor. (See worksheets, page 25, for an example)

The trainer(s) should develop the actual curriculum, but that content should be vetted with both the Project Manager and the Change Manager.

Review and Refine Check and Adjust Plan

At this point, you have started to involve more people in the change effort – from sponsors to promoters to stakeholders. You may have learned about more risks or even encountered resistance. Along the way, make sure that the change team is updating the "Check and Adjust Plan" to account for this new information. In order to make these adjustments, pay attention and catalog actual resistance and the evidence that makes you certain resistance is happening. For each resistance point identified, a strategy for addressing that resistance must be developed.

Leadership Reflection Waypoint

"Be the change you want to see in the world."
—Mahatma Ghandi

Congratulations, you're ready to launch! Making change happen is hard work, but with the first two steps of your change plan complete, your change effort already has dramatically increased the chances for a successful outcome.

As change leaders, we often encounter resistance. This resistance can be frustrating, especially when you have a vision for how things will be better through the change effort. Resistance can manifest itself in many forms – confusion, distrust, apathy, disinterest, rejection. From time to time, it's important for change leaders to take a step back from managing change and consider what the change "feels" like. Does it feel like more work? Does it feel like my leaders aren't listening to me?

One of the best ways to create engagement in change is to have people believe that leaders are **in the change** with them. That means having empathy for what the change feels like, and acknowledging that it is going to be hard. It also means communicating "what's in it for me" with the people at the front lines of change. It doesn't mean backing away from the challenge, but it is important to show that "we're in this together."

As you look back at the work you've done to manage change, consider these questions together with the change team:

- What have we learned about connecting better with the people at the front lines of change?
- What have we learned about being change leaders?

(See worksheets, page 26)

Step 3 | Reinforce Change

"THE WAY POSITIVE REINFORCEMENT IS CARRIED OUT IS MORE IMPORTANT THAN THE AMOUNT."
—B. F. SKINNER

Now is no time to let your guard down! Even the best-executed changes can ultimately fail if they aren't properly reinforced throughout the organization. Use the tools in this section to ensure that your change stays on track and ultimately becomes "adopted" by the organization.

Gather and Analyze Feedback

It's highly likely that something will go wrong as the change rolls out. Having the team discipline to listen to feedback and respond with reasonable changes will support the eventual adoption of the change—nobody wants to feel like the change has been rammed down and that they haven't been heard.

Develop a matrix that captures specific feedback you have heard, and work with the Project Manager and the Sponsor to determine what you can do about it. It may be helpful to set yourself a regular calendar to watch for these bumps in the road—they are often much easier to correct when they are identified early. (See worksheets, page 27)

Monitor and Adjust Communications

Similarly to watching for feedback about the change, you need to watch for feedback about the communications. One person might have been confused by part of an email, while another might not have understood what they heard at their staff meeting, and a supervisor might express concern that the communications will increase the anxiety of their front-line staff about the change. At the same time, you may hear from others for whom the communications are working great. Whatever the feedback, it will be very important to catalog it and leverage it to adjust further communications as necessary. (See worksheets, page 28)

When you gather this feedback, determine if it affects any future communications you have planned, and if so, adjust them accordingly.

Implement Resistance Management

It's time to act! You are at a critical juncture for this change effort, and for all of your planning and preparation to be worthwhile, the change team will need to take action to implement the Check & Adjust Plan.

Use the Check & Adjust Plan as a starting point. If any of the challenges you conceived of then have come to pass, you have a pre-determined strategy. For unanticipated challenges, you will need to determine new responses. (See worksheet page 29)

Celebrate Successes

Earlier in the process, your team identified probable opportunities for celebrating success. Now is the time to dust off those recommendations, check them against how the changes have developed, and choose those key celebrations that you can have.

This step is important because it not only gives positive reinforcement to teams or individuals who have excelled at implementing the change, but it also gives hope and encouragement to those teams or individuals who may be struggling with the change.

Based on the plan you developed for Celebrating Success, review your key indicators at the pre-determined points, and implement "celebrations", adjusting them as necessary. To make these decisions, answer these two questions:

1. Which of our three key indicators have had the greatest success?
2. Which of our planned celebrations are still highly relevant, based on where we are in the change? Which should we implement?

(See worksheets, page 30)

Leadership Reflection Waypoint

Leadership and learning are indispensable to each other.
—John F. Kennedy

Now that you have completed—or at least largely completed—your Change Management process, capturing answers to the following questions will set you up for greater success next time:

1. What have we learned about ourselves *as leaders* by going through this Change process? What can we take back to our roles in our respective agencies?
2. What surprised us most in this Change process?
3. What would we have done differently, knowing what we know now?
4. What is the number one piece of advice you would give to the Change Manager for the next State HR Change Management process?

(See worksheets, page 31)

Identify Team Members

The Change Team doesn't have to be big, but it does have to be active. The team should be at least three individuals who have:

- The ability and willingness to contribute sufficient time to the effort
- A thorough understanding of the change to be supported
- Excellent communication and interpersonal skills
- The support of leadership

Assign Team Roles & Responsibilities

Your team will need to assign at least two roles:

- Convener
- Change Manager

The Convener will be responsible for managing the Change Team, but not the change itself. This individual will set meetings, prepare agendas, gather resources, distribute tasks, and drive communication.

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Convener:

Change Manager:

Team members:

Objective:

The objective, simply, is the intended outcome of the change. Defining this carefully will provide a “north star” for the change process. As you define the objective, answer these questions:

- Will there be an “outome” of this change, and can you describe it?
- What effect will this change have on the organization?

Ultimately, you will want to draft a simple statement that describes what the change aims to do. This can be used as a short “elevator speech” as to what the change is and why it is being undertaken.

Objective:

Scope of Effort:

The Scope of Effort describes the work necessary to achieve your stated Objective. This is probably a longer statement than the Objective. As you draft your Scope of Effort, answer these questions:

- Who will it affect? How?
- Why is it happening now? Is it urgent? Why?
- What are we doing?
- What will it make better? How?
- How are we doing it?
- By when do we want to be complete?

Scope of Effort:

Measures:

We need to be able to know how to measure the change effort, so we can identify whether we are make progress or not. Some examples of measures that are used for change efforts include survey responses, readily available data (e.g. number of times something is accessed on a website), or a combination of both.

A good guide for measures is the SMART model. The measures should be specific, measurable, attainable, realistic and timely.

Potential Measures:

What is the reach of the change? That is, how broadly will this change reach across our workforce?

Considerations: What percentage of the workforce will be affected by this? Will it affect everybody the same, or will it only have a major effect on some individuals?

1. This change will have BROAD REACH
2. This change will have SOME REACH
3. This change will have LITTLE REACH
4. This change will have MINIMAL REACH

What is the complexity of executing the change?

Considerations: How simple or complex will the execution of this change be? Does it require the replacement of systems or software? Can it be managed internally, with existing staff?

1. This change is HIGHLY COMPLEX
2. This change is SOMEWHAT COMPLEX
3. This change is SIMPLE
4. This change is VERY SIMPLE

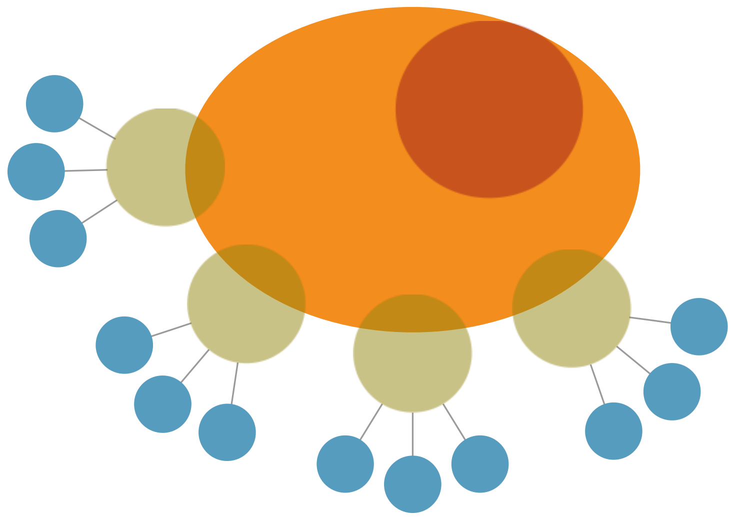
How different will things be after the change?

Considerations: How different will things feel after this change is made? Does making this change require a change in workflows? Will it change anybody's job description?

1. This change will make things VERY DIFFERENT
2. This change will make things SOMEWHAT DIFFERENT
3. This change will make things A LITTLE DIFFERENT
4. This change will make things NOT NOTICEABLY DIFFERENT

Based on what we have scored here, what parts of our plan will need particular attention?

Sponsorship Model Overview



Sponsor
Sponsorship Coalition
Promoters
Activators

The Sponsor

- Role: Is the project's "owner".
- Who: Should be as high-level as possible.
- Message: Defines what success of the project accomplishes for the organization. Ties the project to the organization's overall strategy.
- Speaks to: All levels in the organization.

The Sponsorship Coalition

- Is made up of the Promoters and the Sponsor.

Promoters

- Role: Are the "cabinet members" for the Sponsor. Offer input, assist in implementation.
- Who: The leaders of departments or agencies within an organization.
- Message: Cheerleads for the sponsor. Defines success for each department or agency. Bears responsibility for bringing messages in to the Coalition, such as trouble spots.
- Speaks to: Activators

Activators

- Role: Is at the front lines of implementation.
- Who: Top-level managers or supervisors of workers impacted by the change.
- Message: Defines what success of the project accomplishes for the work group; makes the case for how the change will make daily work better.
- Speaks to: Mid-level managers and front-line staff.

Let’s Name Some Names

Please fill in the blanks with those individuals or groups that you think should fill each of the three sponsorship roles:

Sponsor:

Promoters:

Activators:

What is your agency's capacity for this change?

Considerations: How many other things are changing at your agency right now? How adequate is your staffing? Are there other major initiatives underway?

1. NO CAPACITY for change
2. LOW CAPACITY for change
3. SOME CAPACITY for change
4. HIGH CAPACITY for change

What is your agency's readiness to execute a change?

Considerations: What is your agency's history of executing changes? How comfortable is your agency's leadership with change? How comfortable are the mid-level managers and supervisors? What about the front line staff?

1. NO READINESS for change
2. LOW READINESS for change
3. SOME READINESS for change
4. HIGH READINESS for change

How supportive is the sponsorship for this change in your agency?

Considerations: Thinking about the individual or individuals most likely to act as the sponsor for this change in your agency: Do they have a track record of supporting change initiatives? Are their direct reports likely to follow their lead on this change? What about front-line staff?

1. NO SPONSORSHIP for change
2. LOW SPONSORSHIP for change
3. SOME SPONSORSHIP for change
4. HIGH SPONSORSHIP for change

Based on the Risk Assessment Table in the Change Management Playbook, where will we spend extra effort, given what we learned from this assessment?

People Resources

- Do we have all the right people on our Change Team? Are they available to do the work?
- Do we need any others to help support us with time or attention?

Fiscal Resources

- Will we need budget for materials, such as for communications?
- Will we need budget for people's time?

Physical Resources

- Do we have the materials we need to manage the change?
- Do we need physical spaces for some phases of our work?
- Do we need electronic spaces (e.g website or sharepoint site)?

Check and Adjust Plan

The change team should work together to develop a "Check and Adjust" plan. This plan will help to anticipate resistance, identify it when it occurs, and have a thoughtful plan to address the resistance. Through a discussion, the team should identify as many points of potential resistance that they can think of. Then, for each potential resistance, answer these questions:

- How will we be able to identify it when it happens?
- What should we do about it?

Potential Resistance	How to Identify	How to Address
What's the resistance that we anticipate to this change?	**How will we be able to identify when it happens?**	**What should we do about it?**

1. What are the key indicators of success in this change effort?

2. What are the points along the “change journey” that we should celebrate?

3. How should we plan to celebrate the success in #1 and 2 above?

PART ONE: COMMUNICATION MATRIX: MIX AND MATCH

For every communication we plan, we will identify a sender, a receiver, and a mode of communication. In preparing to design our communication plan, we need to make sure we have all the appropriate parts and pieces identified correctly.

SENDER

- Governor
- State HR Director
- HR Managers
- Agency Leaders
- Goal 5 council
- State HR
- Deputies
  Results WA Cohort Participants

MODE

- Town Hall
- Face-to-Face
- Email Distribution Lists (please specify)
- Website
- Sharepoint
- Agency Newsletters

RECEIVER

- HR Managers
- HR Staff
- Agency Staff
- Goal 5 Council
- Labor Representative

Looking at the matrix above, do we need to add or remove any of the senders to customize for this particular change?

What other modes might we employ?

Who else might need to hear the information? Are there any receivers that aren't necessary for this change?

PART TWO: COMMUNICATION PLAN & MESSAGES

Each member of the Change Team might be assigned one page of this worksheet.

The timing of the messages is pre-filled, but this may be customized depending on the change requirements. The notes at the bottom of each sheet indicate some topics that may be necessary to include within the message, if certain situations present themselves (such as resistance).

Your task is to choose a sender from the list below, choose which group(s) should receive the message, and recommend the mode of communication that would work best. Bear in mind that not all modes are made the same. Face-to-face communication between individuals is generally the most effective, and broadcast emails are generally the least effective. You will have to weigh practicality against effectiveness as you fill out your sheet. Finally, please list some bullets that will serve as a basis for developing those communications further. *If it is helpful, think about who, what, how, why and when as you draft your bullets.* These communications should be reflective of the culture of Washington state government.

Needless to say, these won't be the final drafts, but they will give us a great set of starting points to begin to organize the whole campaign.

COMMUNICATION #1: PREVIEW

Timing: Two weeks prior to launch

Sender: ______________________________

Receiver(s): ______________________________

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Mode: ______________________________

Bullet list of main messages:

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Notes: this communication may convey information related to: what to expect and when to expect it, who else you may hear from, what the benefits of this are for you

COMMUNICATION #2: KICKOFF/LAUNCH

Timing: At launch

Sender: ____________________

Receiver(s): ____________________

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Mode: ____________________

Bullet list of main messages:

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Notes: this communication may convey information related to: benefits, details, access details, contact information

COMMUNICATION #3: FIRST UPDATE

Timing: Two weeks after launch

Sender: ____

Receiver(s): ____

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Mode: ____

Bullet list of main messages:

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Notes: this communication may convey information related to: reminder, initial clarifications, responses to resistance, how to access training or coaching, what next steps might look like

COMMUNICATION #4: SECOND UPDATE

Timing: Four weeks after launch

Sender: ______________________________

Receiver(s): ______________________________

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Mode: ______________________________

Bullet list of main messages:

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Notes: this communication may convey information related to: reminder, ongoing clarifications, responses to resistance, how to access training or coaching, what next steps might look like

COMMUNICATION #5: CELEBRATE SUCCESSES

Timing: Six weeks after launch

Sender: ______________________________

Receiver(s): ______________________________

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Mode: ______________________________

Bullet list of main messages:

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Notes: this communication may convey information related to: stories of early successes, how this will benefit you/your agency, responses to resistance, how to access coaching

COMMUNICATION #6: FINAL UPDATE/WRAP

Timing: Three months after launch

Sender: ____

Receiver(s): ____

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Mode: ____

Bullet list of main messages:

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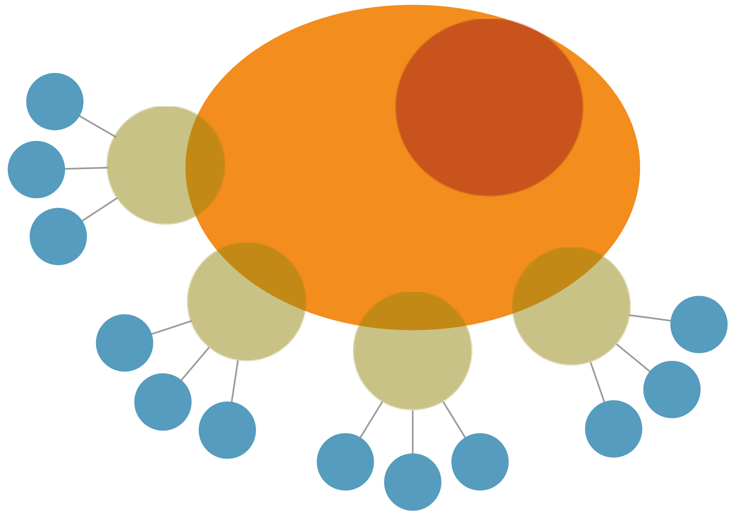
Notes: this communication may convey information related to: additional celebration of success, reinforce the need for the change



The Sponsor: ______________________

Role: Is the project's "owner".

Message:

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Speaks to: ______________________________________

The Sponsorship Coalition

Is made up of the Sponsor and the Promoters.

Promoters: ______________________________

Role: Are the “cabinet members” for the Sponsor. Offer input, assist in implementation.

Message:

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Speaks to: Activators

Activators: ______________________________

Role: Is at the front lines of implementation.

Message:

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Speaks to: Front-line HR staff.

Along the way, the Sponsorship Coalition will need coaching to keep them on-message and on-task in their roles supporting the change—it's important to set expectations early and often! The Coaching Plan will help you plan for these interactions by determining timing and delivery method:

Sponsor(s)	When to Coach?	Who Will Coach?

As the change rolls out, front-line employees affected by the change will need access to training so that they can develop the knowledge and abilities they need in order to implement the change in an ongoing way. Plan ahead for these training interactions by determining when they will happen, who will deliver the training, what medium the training will be delivered by, and who the target audiences will be.

Target Audience?	When to Train?	Who Will Train?	Medium?

What have we learned about connecting better with the front lines of change?

What have we learned about being change leaders?

It's highly likely that *something* will go wrong as the change rolls out. Having the team discipline to listen to feedback and respond with reasonable changes will support the eventual adoption of the change—nobody wants to feel like the change has been rammed down and that they haven't been heard:

Change Feedback Received	What Changes Can We Make?

As the communications roll out on schedule, you will likely receive some feedback—one person might have been confused by part of an email, while another might not have understood what they heard at their staff meeting, and perhaps a supervisor might express concern that the communications will increase the anxiety of their front-line staff about the change. At the same time, you may hear from others for whom the communications are working great. Whatever the feedback, it will be very important to catalog it and leverage it to adjust further communications as necessary:

Communication Feedback Received	Which Future Communications Does This Affect?	What Changes Will We Make?

Use the Check & Adjust Plan as a starting point. If any of the challenges you conceived of then have come to pass, you have a pre-determined strategy. For unanticipated challenges, you will need to determine new responses:

Actual Resistance	Evidence of Resistance	How to Address
What's the resistance that we have encountered?	How are we sure that this resistance is real?	What should we do about it?

Based on the plan we developed for Celebrating Success, we will review our key indicators at the pre-determined points, and will implement our "celebrations", adjusting them as necessary. To make these decisions, answer these two questions:

1. Which of our three key indicators have had the greatest success?

2. Which of our planned celebrations are still highly relevant, based on where we are in the change? Which should we implement?

Now that we have completed—or at least largely completed—our Change Management, capturing answers to the following questions will set us up for greater success next time:

1. What have we learned about ourselves *as leaders* by going through this Change process? What can we take back to our roles in our respective agencies?

2. What surprised us most in this Change process?

3. What would we have done differently, knowing what we know now?

4. What is the number one piece of advice you would give to the Change Manager for the next State HR Change Management process?