

Legal Service Management

Change Management: Preparation Workbook

Project _____

Even the most obvious changes or the most well thought out project will fail without conditioning the stakeholders to the change and managing their expectations and emotions surrounding the change.

A topical outline of change management preparation might look like this:

- Setting the Stage
 - Articulating the Business Issue/Establishing a Sense of Urgency
 - Defining the Deficiency or the Opportunity
 - Costs of Ignoring
 - Benefits of Resolving
 - Leaders Necessary to Finding a Solution/Forming a Guiding Coalition
 - Role in Developing a Resolution
 - Role in Championing Resolution to the Organization
- Deciding What to Do
 - Articulating the Resolution of the Business Issue
 - Identifying Stakeholders
 - Selecting the Best Resolution from the Array of Potential Resolutions
 - First Steps
 - Second Steps
 - Minefields
 - Indicia of Success
- Making It Happen
 - The Path to Adoption of the Resolution
 - The Vision
 - The Action Plan
- Making it Stick
 - Ensuring the Resolution is Long-Lived/Institutionalize the New Approach
 - Making the Resolution the New Standard Operating Procedure
 - Continuous Improvement

The questions that follow may help you flesh out the elements of preparing for implementing change.

Resource: *John Kotter, Leading Change, Harvard Business School Press (1996)*

CONSIDERATIONS	NOTES
SETTING THE STAGE	
Establishing a Sense of Urgency	
Why is it urgent that the organization undertakes this project?	
How does the general sense of urgency created by the economy relate to the specific issue this project targets?	
How will the organization know or be convinced that this urgency is real and lasting, not a temporary phenomenon? What data or anecdotal experience supports the view that the urgency is real and lasting?	
Establishing a Guiding Coalition	
What disciplines within the organization should be involved in developing the resolution?	
What level(s) of executive(s) is appropriate to develop the resolution? What level(s) of executive(s) is appropriate to champion the resolution to the organization?	

DECIDING WHAT TO DO	
Developing the Change Vision and Strategy	
What do you want to accomplish with this project?	
What are the steps, deadlines, and resources needed to push the project along? [These are likely in addition to the steps, deadlines and resources necessary to accomplish the underlying project.]	
How will accomplishing those goals respond to the urgency that underlies the project?	
Are there metrics that can be designed to show progress to the project goal?	
What are the indicia that the project has been a success?	
Involve Stakeholders	

What groups will be affected by implementation of this project? How will they be affected? How will they react?	
What can be done in the project design or rollout to minimize the adverse impact on the affected groups?	
Which groups' approval is needed to complete and execute the project?	
How will you involve both groups in a timely fashion to maximize the opportunity for buy-in?	
Look for Quick Wins	
Are there interim goals that are easy to achieve in a short period of time after launch?	
Activity based (rather than result based) goals are often easy to achieve. Can you build in some activity-based goals into the project to provide quick wins to share with stakeholders?	
How will you articulate to the stakeholders that interim goals have been achieved?	
Prioritize	
Identify the most important goal of the project.	
Are there ancillary goals that can be foregone in order to achieve the primary goal?	
Are there concessions that can be made to stakeholders in order to garner their support?	
What are the "third rails" that jeopardize the project's acceptance? (e.g., changes to leadership or compensation structure) How can you minimize the risk to the project's acceptance?	

MAKING IT HAPPEN

Communication	
What is the communication plan for the project? Are there multiple methods of communication needed (e.g., assembly line workers do not likely have work email)?	
Does the communication plan articulate the need for change? Are the costs of not changing and the benefits of changing part of the plan?	
Does the plan give clear instruction to each set of stakeholders?	
Have you identified a way for additional questions to be raised and, if appropriate, for the answers to those questions to be disseminated?	
Have you created a system to inform stakeholders of progress along the way or new information about the rollout of the project?	
Empower Action	
Are all stakeholders aware of their role in the project?	
Have all the stakeholders been empowered to make decisions and move the project along without the need to consult a centralized authority?	
Do the stakeholders know that the guiding coalition will support them as they rollout the project?	

Consolidate Improvements	
How will you identify interim improvements and weave them into reporting on success?	
How will you identify unexpected improvements in one area and look for ways to inject those improved processes or results into other areas?	

MAKING IT STICK	
Institutionalize the New Approach	
When will you conduct a post mortem to assess the efficacy of the rollout? The underlying project?	
Are there new sets of metrics that can be used to track progress or to show you have achieved one of the indicia of success?	
What education programs for new employees are advisable? Are refresher education programs for existing employees needed?	
Is the organization prepared to create compensation (dis-) incentives to drive adoption of the change?	
What continuous improvement methodologies have you built into the project plan? Annual review? Reporting to the guiding coalition or other stakeholders?	