

**Change Implementation Workbook**

*Leaders are, by definition, change makers. When you lead, you are called to advance, move forward, and improve the situation.*

**This self-guided workbook is an essential tool that will help you successfully implement changes within your team.**

While not all changes are the same, the steps leaders take to implement them are.

This workbook will guide you through these important steps over the next weeks and months.

## **At M Health Fairview, we manage change the same way we manage improvements.**

## We plan first (this part is essential!), then we implement the change. Once the change is implemented, we monitor to check how it’s going and, finally, we make adjustments based on what we learn.

## We call this PDCA (Plan, Do, Check, Act) and that’s how we’ve organized this workbook.

**[PLAN](#PhaseONe)**

[Plan what needs to be done, when, and with whom. The amount of planning you will do depends on the size of your change.](#PhaseONe)

**[3 Planning Tools Included](#PhaseONe)**

**DO · CHECK · ACT**

Implement the change, monitor how it’s going, and make improvements!

**Tools for planning how to engage stakeholders is included**

**REINFORCE**

Sustain the necessary behaviors to maximize the impact and get the results you need.

**Reinforcement recommendations are provided**



**Tips for using this workbook**

From completing an exercise within the workbook, to thinking about your change from a variety of angles, to connecting with others, icons throughout the workbook guide your steps.

**And remember, you’re not on your own!**

People, education, and tools are available to support you through your change implementation.

Change management education supports everything you’ll do in this workbook. Refer to it frequently and as needed!

Also, Organizational Development & Learning and your Human Resources Strategist are here to help. Connect with them as needed.

*Plan for 2-3 months.*

*You can get a jump on this in Phase 2!*

*Plan for several weeks to a few months*

*Plan for approximately 3-4 weeks*

**PHASE 1: PLAN FOR CHANGE**

## **Step 1: Define Roles and Expectations for Change Initiatives**

All change initiatives should clearly identify critical change leadership roles before work toward the change begins. There are several key roles that need to be part of every change initiative, whether it’s a change to workflow, process, team, or scheduling. Depending on the scope of the change, you may take on more than one role.

Together, the Sponsor, Owner, and Change Practitioner create the Vision and identify stakeholders before moving forward with a change. Make sure your team has these roles covered. Read on below for the definition and expectations for each of these key roles and assign someone to that role.

## **Assign Critical Change Leader Roles**

|  |  |  |
| --- | --- | --- |
| **Role** | **Typical Responsibilities** | **Assigned to** |
| **Sponsor** | **The Sponsor is a high-level leader such as an Executive, whose role is to:** * Contribute to the success of the change by being active and visible throughout the process and fully committing to the change.
* Build coalitions for larger scale change and communicates on a regular cadence to stakeholders.
* Control access to necessary resources to see the change through.
* Remove barriers for project team.
* Identify themselves as sponsor on the project charter (A3 and Change Workbook).
 |  |
| **Owner(s)** | **The Owner(s) is responsible to the Sponsor. They:*** Are accountable for the overall management of resources, Project Manager, meetings, feedback loops, and communications plans.
* Commit to full participation in project meetings to stay up to date with the change.
* Have a full understanding of ADKAR.
 |  |
| **Project Manager** | **Project Managers focus on the technical part of change. They:** * Enable the change by designing process, managing resources and timelines as well as the rate and speed of adoption.
* Report out to the project team.
* Have a full understanding of ADKAR.
 |  |
| **Change Practitioner** | **Change Practitioners ensure the people side of change is prioritized in the change process. They:** * Work with Sponsors, Owners, Project Managers and Project Team to remember how the change will impact all stakeholders.
* Determine scale to provide change expertise and insight to the level of management required.
* Scope activities and tactics that people leaders need to help facilitate the change.
* Provide coaching to the core change team.
* Have a full understanding of ADKAR.
 |  |
| **People Managers** | **People Managers help their team members understand the day-to-day impact of the change. They:** * Share critical information in a timely way with their direct reports
* Demonstrate commitment to the change in a visible and active way
* Communicate up any concerns or gaps to the project team/owner.
* Have a full understanding of ADKAR
* Take on the roles from the CLARC model (learn more in the [Successfully Leading Change webinar](https://odandl.org/development-webinars/))
 |  |

## **Step 2: Change Leadership Roles Agreement**

Each change leader needs be aware of their role and understand their responsibilities to support and influence the change.

The Change Practitioner assigned in the above table is responsible for ensuring that each critical change leader is aware of their role and can carry out their responsibilities for the duration of the change. The Change Practitioner should complete the attestation below.

**As the assigned Change Practitioner for this change, I \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(name), attest that:**

* I have had a conversation with every assigned critical change leader to discuss their role
* Each assigned critical change leader understands their role and has the capacity to take on their role to support this change.
* I have provided additional resources and training materials to help these leaders understand their role as needed.

I completed this work on:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (date).

**PHASE 1: PLAN FOR CHANGE**

##

## **Step 2: Build Your Change Vision**

Building your vision is an important first step. You’ll communicate your vision time and time again as you go through the process. Crafting a strong vision up-front sets a foundation for all that is to come and will keep you and others grounded in the ‘why’ behind the change.

**DO**

Complete the *Your Change Vision* worksheet to draft your vision statement. Revisit it often, update it as necessary, and reference it *every time* you communicate about your change.

| **Your Change Vision**  |
| --- |
| **1** | **Creating Your ‘Why’**What is the change you want to make?What will making this change help you accomplish? |  |
| **2** | **Future Vision**What will the future look like once this change is implemented?  |  |
|  |
| **Your Vision Statement**Using your thoughts from above, draft a short (2-3 sentence) vision statement that addresses why you are making this change and the vision for what the future looks like. |  |

**Communicate your change vision at every opportunity you have. Ground yourself in it regularly.** *Move to Step 3.*

**Step 3: Assess Your Environment**

It’s important to get your head wrapped around the environment that your change will happen in. Complete the *Change Environment Assessment* to think through important factors that will impact your change.

**Think**

Think through the following questions and note your answers. Take the perspective you gain with you as you move into next steps of your change plan.

| **Change ENvironment Assessment**  |
| --- |
| **1** | **Considering Readiness**Are the people who will be impacted ready for this change?Why or why not? |  |
| **2** | **Defining Benefits**What are the compelling reasons for individuals to change?Why should they *want* to change? |  |
| **3** | **Anticipating Obstacles**What obstacles might prevent this change from being successful? |  |
| **4** | **Anticipating Impacts**What other change is happening?How could these changes be barriers to your change? How might they help? |  |
| **5** | **Change Ownership**Who “owns” this change?Who has the authority to make approvals or denials on decisions affecting this change? |  |
| **6** | **Assessing Lessons Learned**When you reflect on recent changes related to this initiative – or changes of a similar nature – what contributed to their success or failure? |  |
| **7** | **Impact if Not Successful**What would happen if this change is not implemented?What’s the potential impact of an unsuccessful implementation? |  |

**Use the answers you just thought through as one input to identifying your stakeholders – the *people* who will be involved in the change.** *Move to Step 4.*

**Step 4: Identify Your Stakeholders**

At the heart of change is people. Bringing people along as you implement your change is critical to its success. Your stakeholders are the first group of people you will focus on including in your change work.

Complete the *Stakeholder Analysis* grid to start identifying who you need to work with when implementing the change. A few tips to help you through this activity:

**DO**

* Focus on your *primary* stakeholders – *key individuals or groups that will be a contributor or recipient of the change*. These stakeholders can be either internal or external to the organization.
* Add as many rows as you need and update the table as you identify additional stakeholders.

| **Stakeholder Analysis** |
| --- |
| **Stakeholder Group** | **Point of Contact** | **Anticipated Response** | **Stakeholder Needs** | **Our Needs** |
| List who will be involved in the change – as a contributor or a recipient. Consider internal and external groups.  | Identify a contact person for the group. | Briefly describe the Stakeholder's anticipated response to change | Document what they will need to be successful | List what we need from this stakeholder group to be successful. |
|  |  |  |  |  |
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|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**Now that you’ve identified your primary stakeholders, you’re able to assess the role they will play in your change.** *Move to Step* *5*

**Step 5: Determine Stakeholder’s Role in Change**

Now that you know who your primary stakeholders are, your next step is to assess their level of buy-in and their ability to influence the change.

**DO**

Complete the *Stakeholder Role Assessment* by assigning a ‘score’ for each stakeholder’s level of buy-in and level of influence.

| **Stakeholder ROLE Assessment** |
| --- |
| **Stakeholder Group** | **Level of Buy-In** | **Level of Influence** |
| Copy/Paste from *Stakeholder Analysis* Grid | Indicate the stakeholder’s anticipated level of support for the change. | Indicate the level of influence the stakeholder group has on the success of the change. |
| **1** - Low buy-in: *Not yet willing to fully support the change***2** - Medium buy-in: *Needs support to be committed to change***3** - High buy-in: *Openly persuades peers on benefits of change* | **1** - *Low influence over decisions***2** - *Medium influence over requirements and outcomes***3** *- High influence to change decisions and direction* |
|  | 1 - Low Buy-In | Select Level of Influence |
|  | Select Level of Buy-In | Select Level of Influence |
|  | Select Level of Buy-In | Select Level of Influence |
|  | Select Level of Buy-In | Select Level of Influence |
|  | Select Level of Buy-In | Select Level of Influence |
|  | Select Level of Buy-In | Select Level of Influence |

**Now that you’ve assessed the levels of buy-in and influence for each of your stakeholders, you can assess how to engage with each group.**

**Step 5 Continued: Map Stakeholder’s Role**

**Level of Influence**

**Level of Buy-In**

**Low - 1**

Not yet willing to support the change

**Low - 1**

No influence over the success of the change

**High - 3**

High influence over the success of the change

**High - 3**

Highly supportive of the change

**DO**

Using your *Stakeholder Role Assessment*, place stakeholders in the quadrant that most closely matches their level of buy-in and influence. This doesn’t have to be precise and you can adjust as you go. Each quadrant represents a ‘type’ of stakeholder. Use what you learn about your stakeholders to plan how best to communicate with them throughout the change.

|  |  |
| --- | --- |
| **Challengers** | **Champions** |
|  |  |
| **Bystanders** | **Supporters** |
|  |  |

**Now that you’ve assessed the levels of buy-in and influence for each of your stakeholders, you can plan how to engage with each group.**

*Refer to the OCM Education for strategies and best practices on how to engage with each type of stakeholder.*

**Step 6: Assess Change Impact on Stakeholders**

You’ve assessed how your stakeholders will impact the change, it’s time to consider how the change will impact your stakeholders. This tool helps you identify the types of impacts your change will have on your stakeholder groups – across a variety of categories.

**DO**

The types of impact you discover will inform what you need to communicate to your stakeholders. List your stakeholders and [x]  the impacts that apply to each.

| **Change Impact on Stakeholders** |
| --- |
| **Stakeholder Group** | **Role / Job** | **Policy** | **Process** | **Skills /****Knowledge** | **Technology** | **Personal Impact** | **# of People Impacted** |
| Copy/Paste from *Stakeholder Analysis Grid* | Job requirement changes (responsibilities, qualifications, etc.)   | Will this group be impacted by a policy change?  | Will this group be impacted by a process change?  | Will this group require new skills or knowledge to do their jobs?    | Will this group be impacted by a technology change?  | Are there personal impacts to the stakeholder (e.g. office move) | Approximate number of people impacted by change |
|  |[ ] [ ] [ ] [ ] [ ] [ ]   |
|  |[ ] [ ] [ ] [ ] [ ] [ ]   |
|  |[ ] [ ] [ ] [ ] [ ] [ ]   |
|  |[ ] [ ] [ ] [ ] [ ] [ ]   |
|  |[ ] [ ] [ ] [ ] [ ] [ ]   |
|  |[ ] [ ] [ ] [ ] [ ] [ ]   |

**Refer to this grid when engaging with each stakeholder to ensure you’re addressing each type of impact the change will have on them.**

**Congratulations!!**

You completed the planning phase of managing your change.



**PLAN**

**DO · CHECK · ACT**

**REINFORCE**

You should have a great understanding of the vision behind your change, you will be impacted, and best practices for engaging with them.

If you have questions or need additional partnership in this work, please reach out to HR Strategy or OD&L.

You can now move onto Phase 2: Do/Check/Act where you will build out the specific actions and tactics you proactively manage the people side of change!

**PHASE 2: Do, Check, Act**

**Step 1: Identify Initial Action Steps**

**Think**

Your first step to implementing the change is to create determine what actions you’ll take to proactively help employees adopt change, following ADKAR – Awareness | Desire | Knowledge | Ability | Reinforcement. There are many possible actions to take – we’ve provided some ideas to jump-start your planning.

* Consider the questions provided to determine the best approaches.
* [x]  the actions that you believe will be most impactful. Use blank spaces to capture additional ideas.
* As you plan for these events, use the Topics checklist to ensure you’re hitting on key points in your messaging.

**Reminder!** Don’t forget to leverage all the great work you did in Phase 1 – be sure to refer to your *Change Vision*, Change *Environment Assessment*, and stakeholder assessments when considering how best to engage each stakeholder group and the important messages they need to hear.

* Refer to the ***Stakeholder Role Assessment***gridto consider *how* best to communicate with each stakeholder.
* Refer to the ***Change Impact on Stakeholders*** gridto remind yourself of the impact areas you will need to address with each stakeholder.

**Best Practice:** Ensure your action steps address these essential components of change and follow the recommended order listed below.

**REINFORCEMENT**

**Awareness**

**dESIRE**

**KNOWLEDGE**

**ABILITY**



| **DRIVING CHANGE ADOPTION WITH ADKAR: Initial Actions** |
| --- |
|  | **Questions** | **Action Ideas** | **Topics to Cover** |
|  | * Who are our key internal or external stakeholders for this project? How will we engage them?
* What is their level of engagement / impact?
* Are there existing venues that can be utilized to engage stakeholders directly?
* What are the key changes / messages we need to share?
* What leaders should we reach out to be active and visible change champions?
 | [ ]  Roadshows / Townhalls[ ]  Existing team meetings[ ]  WebEx presentations[ ]  Pulse surveys[ ]  Leader News[ ]  Intranet articles[ ]  Fliers in targeted areas[ ]  1:1 Conversations [ ] Type in your action idea[ ] Type in your action idea[ ] Type in your action idea[ ] Type in your action idea | [ ]  What is changing?[ ]  Why it's changing?[ ]  Who is impacted?[ ]  The Vision of Future State[ ]  *What’s in it for me?* message[ ]  When things are changing[ ]  Impacts identified in the *Change Impact on Stakeholders* tool [ ] Type in topic to cover[ ] Type in topic to cover[ ] Type in topic to cover[ ] Type in topic to cover |
|  | * What are the key messages we’d share on the reasons behind the decision and the expected benefits?
* How big of a change is this perceived to be?
* What department or individual barriers might exist that could derail or slow change?
* What are your prepared approaches for managing resistance?
 | [ ]  FAQ’s[ ]  Leader memo / messaging[ ]  Proactive social and media messaging[ ]  Video messages[ ]  Leader News articles[ ]  Monthly transformation digest[ ]  External employee ambassadors[ ]  Incentive plans[ ]  Individual coaching [ ] Type in your action idea[ ] Type in your action idea[ ] Type in your action idea[ ] Type in your action idea | [ ]  The “Why” / Vision[ ]  Impacts / ‘What’s in it for me?’[ ]  Key Milestones[ ]  Successes (e.g. from a pilot, etc.)[ ]  Who is in the “champion” quadrant[ ]  Ways to get involved[ ]  Impact if change isn’t made[ ]  Address areas “resistance”[ ]  Incentives to change[ ]  Support from direct leaders [ ] Type in topic to cover[ ] Type in topic to cover[ ] Type in topic to cover[ ] Type in topic to cover |
|  | * What kind of knowledge will they need in the future state and where will it come from?
* What stakeholder groups will need training?
* What types of training needs will we need to address?
* What are the best channels for delivering that training?
* How will we evaluate and monitor knowledge transfer and training effectiveness?
* What are the expected impacts of this project to individual roles/responsibilities?
 | [ ]  Virtual training[ ]  Training documentation[ ]  Policy / process guides[ ]  eLearning courses[ ]  Leading through Change education (www.odandl.org)[ ]  Skills mentoring[ ]  Create access to Subject Matter Experts[ ]  Job Aids[ ]  Hands-on Activities during training[ ]  Progress monitoring / metrics[ ]  Feedback channels for potential gaps[ ]  Create a practice schedule[ ]  Incentives/contests/celebrations [ ] Type in your action idea[ ] Type in your action idea[ ] Type in your action idea[ ] Type in your action idea | [ ]  “How-to” steps and resources[ ]  How to lead through / adapt to change [ ]  Knowledge on how to perform effectively in the future state[ ]  New expectations – responsibilities, behaviors, Know/Share/Do[ ]  Opportunities to practice and share new skills[ ]  Information about impacts identified in the Impact Analysis tool [ ] Type in topic to cover[ ] Type in topic to cover[ ] Type in topic to cover[ ] Type in topic to cover |
| **REINFORCEMENT*****Start planning for phase 3*** | * What rewards will we give for successful changes?
* How will we hold people accountable for not making the change?
* How will we ensure people don't slide back into old behaviors?
 | [ ]  Team Member Rounding[ ]  Heartbeat[ ]  Leader News[ ]  Intranet articles[ ]  Follow-up training / Job-Aid reminders[ ]  Celebrations [ ]  Performance rewards[ ]  Brand Store item [ ] Type in your action idea[ ] Type in your action idea[ ] Type in your action idea[ ] Type in your action idea | [ ]  Reconfirm expectations[ ]  Where to get help[ ]  Success Stories [ ] Type in topic to cover[ ] Type in topic to cover[ ] Type in topic to cover[ ] Type in topic to cover |

**Step 2: Create Your Change Plan**

**DO**

The key to a successful change implementation is to strategically plan your tasks, assign owners to execute the work, and dates to execute by. A tracker file is highly recommended to keep track of your change plan progress.

Provided on the next page is a template that you can use to plan and track your change implementation. To use the tracker below, double click on the grid. An excel file will open for you to edit and save directly in this workbook or Save As and keep in a separate filing system.

Ensure you’re sharing your plan with your change implantation partners so that you’re all on the same page.

**Tips for completing your change plan and setting up your tracker:**

* Determine actions you’ll need do multiple times. Add a task/action for each instance.
* Identify which actions need something else done first (i.e., a dependency). Set dates accordingly to the needed sequence.
* Determine which actions are most critical. Prioritize accordingly.
* Identify which stakeholder groups are most critical to the change. Add tasks to ensure you build their awareness, desire, knowledge and ability.
* Recognize your Champions and Challengers. Add or design actions that leverage them accordingly.

**Change Plan Tracker – Option**



**Step 3: Engage Support Partners**

Your change will likely require support and assistance from other talented departments across the organization. Consider what support you will need and reach out to appropriate groups, so they can lend their expertise in supporting your change.

**Connect**

**Remember!** Give your support partners as much lead time as possible so they can best plan how to support your change.

| **Your Support Partners**  |
| --- |
| **Department** | **Can Help With…** | **Reach Them…** |
| **Learning Management System (LMS)** | * Sharing education across Fairview
* Developing content – [Education Project Plan](http://content.elsevierperformancemanager.com/Content/MN724a/Misc/Education%20Project%20Plan.xlsx) required
 | lms@Fairview.org  |
| **Employee Communications** | * Leveraging system channels such as Leader News, intranet news, Chatter, or executive emails.
* Consultation on messaging or tactics for local or department-specific changes.
 | communications@fairview.org |
| **Media Relations** | * Preparing for planned or unplanned publicity, including media coverage or social media.
 | communications@fairview.org  |
| **Organizational Development & Learning** | * Questions about change management and this workbook
* Consultations on: team, personal and leadership development, as well as strategic planning
 | odl@fairview.org |
| **Human Resources** | * Roles, responsibilities and status changes
* Understanding Labor Relation implications
 | Reach out directly to your HR Strategist or Employee Relations Representative |

**Step 4: Review Plan and Monitor Progress (Check/Act)**

**DO**

Managing change is an ongoing process. Checking in on your plan regularly and adjusting when necessary will ensure you stay on track for success.

|  |  |  |
| --- | --- | --- |
| **1. Plan Your Reviews** | **2. Review Your Plan** | **3. Adjust Your Plan** |
| * Identify the appropriate frequency to review your action plan on a regular basis.
* Setup a reminder system to help you remember when you’re up for a review
* Make your reviews part of your standard change work
 | When reviewing your plan, ask yourself:* What new risks and barriers do we see?  How can we quickly remove them?
* What feedback do we need to incorporate?
* Have we identified any new stakeholders?
* Are we ensuring that we create Awareness, Desire, Knowledge, Ability and Reinforcement?
* How does our plan need to change based on what is working / not working?
 | * Consider what you need to do more or less of.
* Remove actions that are no longer relevant.
* Adjust messaging based on feedback from stakeholder groups and questions you’ve received.
* Inform those who are impacted by these unforeseen changes.
 |

**Congratulations!!**

You are now done with the Do/Check/Act Phase of change management.



**PLAN**

**DO · CHECK · ACT**

**REINFORCE**

You should be executing against a comprehensive action plan, that you are consistently updating and adapting.

If you have questions or need additional partnership in this work, please reach out to HR Strategy or OD&L.

You can now move onto Phase 3: Reinforce where you will round, recognize and reflect as you continue to implement the change.

**PHASE 3: REINFORCE**

##

**Step 1: Round with Team Members**

Rounding is a valuable opportunity to connect with team members and check-in on how the change is going for them. Not only does rounding offer a great forum to receive feedback, it also provides an opportunity to clarify information, coach, and recognize your team members.

**Connect**

Use [current rounding tools and processes to check-in with team members](https://odandl.org/team-member-connections/) who are impacted by the change. Beyond aligning to the organization’s rounding practices, we recommend two key rounding actions that will help to reinforce the change:

**Act on What You Learn**

Coach team members who still show resistance.

Clarify any misinformation.

Add additional context where appropriate.

Reinforce and recognize (more to come!) team members who have a positive impact in the change.

**Ask Questions About the Change Experience**

*What’s going well?*

*What is a challenge or barrier to adopting the change?*

*How can I support you in adopting the change?*

*What questions do you have?*

*What other feedback do you have?*

**Step 2: Recognize**

**Connect**

Recognizing team members and stakeholders expresses your gratitude, keeps people engaged in the process, and reinforces positive behaviors. Take the time to recognize team members and stakeholders for their role in the change!

**Identify Who to Recognize**

Use these prompts to get you started and know the sky is the limit!

*Who has been a great champion of the change?*

*Who overcame their fear or resistance?*

*Who has been a great partner in your change’s success?*

**Identify Who**

**1**

**Identify What to Recognizing Them For**

Use these prompts to get started

*What change actions did they complete?*

*How did they help others change?*

*What positive behaviors did they show?*

*How did we see our Commitments in play?*

*What did you appreciate about their attitude around the change?*

**Identify What**

**2**

**Identify How to Recognize**

Consider these options or find your own special way!

*Send a* [*HeartBeat*](https://www.appreciatehub.com/Fairview) *card*

*Share a hand-written note*

*Shout-out at team huddles*

*Other department or function-specific recognition tools*

**Identify How**

**3**

**Recognize your team members and stakeholders!!**

**RECOGNIZE!**

**4**

**Step 3: Reflect**

**Think**

Collect feedback from your change partners, stakeholders, and yourself about how you managed the people-side of change. Ask:

* What worked well?
* What could be improved on for next time?
* What felt successful about this change implementation?
* What was challenging about this change implementation?
* Were there any opportunities to improve the communication approach?

Use the table below to document your reflections. Consider ways you can share these learnings with others!

**1. Collect feedback 2. Reflect on what you learned 3. Consider what you’ll do differently next time**

| **Change Management Feedback**  |
| --- |
| **Feedback Received** | **Reflections/Thoughts** | **What I’ll Do Next Time** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**Congratulations!**

You are now done with the Reinforce Phase of change management

and have completed the change workbook!



**REINFORCE**

**DO · CHECK · ACT**

**PLAN**

You should be wrapping up the final tasks on your action plan and reflecting with team members and stakeholders.

Congratulations on successfully managing your change!

**We want to hear from you! Email the Organizational Development & Learning team at** **odl@fairview.org** **and share your feedback, success stories and pain points.**