

Project Phase	Task	Description	Includes	Tactics / Deliverables
Initiation	Define and Validate the Change	Create alignment within the organization with a clear and commonly held definition of the change, and the value it adds to the organization (increase revenue, reduce cost, improve service, legal/regulatory compliance).	Project Overview: <ul style="list-style-type: none"> <li>What</li> <li>Why</li> <li>Consequences of not implementing the change</li> </ul>	<ul style="list-style-type: none"> <li>Business Case</li> <li>SWOT Analysis Template</li> </ul>
Initiation	Assess the Readiness of the Organization	Identify implementation strengths and weaknesses as they exist in the current organizational climate and culture: <ul style="list-style-type: none"> <li>Measure potential barriers to success</li> <li>Evaluate change knowledge and beliefs</li> <li>Evaluate perceptions of the future state</li> <li>Measure resistance to change</li> </ul>	Data gathering/generation and appropriate action planning based on findings. May include a go/no decision at this point.	Change Readiness Assessment <ul style="list-style-type: none"> <li>Assess how changes have been implemented in the past (lessons learned/avoid making same mistakes again)</li> <li>Assess organizational risk including maturity and capacity</li> </ul>
Initiation	Assess or Create Sponsorship	Ensure the right people at the right levels of the organization are doing the right things in terms of authorizing, demonstrating commitment and ownership for the change.	Choose sponsor strategy: <ul style="list-style-type: none"> <li>Command</li> <li>Compromise</li> <li>Collaboration</li> </ul>	Change Readiness Assessment <ul style="list-style-type: none"> <li>Assess sponsorship</li> </ul> Stakeholder Workbook <ul style="list-style-type: none"> <li>OCM Chart</li> </ul>
Initiation	Assemble the Change Team	<ul style="list-style-type: none"> <li>Define a charter that is narrower in scope than the organization's strategy statement and states the expectations of management in terms of goals and metrics. The Change Team must control the goals, which must be measurable and meaningful.</li> <li>The Change Team must also define its purpose, the methods and procedures it</li> </ul>	Creating a superior Change Team requires more than good planning; it also requires good people. To enact change, Change Team members should be experts and stakeholders, have positions of authority, possess good management and communication	Project Charter

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		<p>will use, what is acceptable team behavior, and how it will resolve conflict and define team roles.</p> <ul style="list-style-type: none"> <li>The Change Team must derive milestones from project goals that represent intermediate states that it must achieve. The Change Team must control the number of milestones so that each one occurs at useful intervals.</li> </ul>	<p>skills, and have the ability to focus on the change vision and objectives.</p>	
Planning	Identify Change Approach	<p>Determine which components of the change are compliance or commitment-driven, and identify targets' frame of reference.</p>	<p>Choices:</p> <ul style="list-style-type: none"> <li>Pay now (cheaper)</li> <li>Pay later (more expensive)</li> </ul>	Change Management Action Plan
Planning	Build Communications Plan	<ul style="list-style-type: none"> <li>Communicate the right messages to the right people at the right times using the right vehicles, with emphasis on two-way communication</li> <li>Create the vision</li> <li>Articulate compelling need for change</li> </ul>	<p>Marketing Plan:</p> <ul style="list-style-type: none"> <li>Target audiences by grouping /type</li> <li>Communications media</li> <li>Messaging</li> <li>Schedule of events</li> </ul>	Communications Plan
Planning	Plan for Continuous Improvement	<p>Continual process improvement will cause an organization to produce better products more reliably and efficiently, and enhance customer satisfaction and value.</p>	<ul style="list-style-type: none"> <li>To achieve continuous improvement, an organization must use good performance measures and management must monitor them and respond to them, as necessary</li> <li>Auditors should verify that the selected metrics are accurate measures of business goals</li> </ul>	Metrics

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Planning	Create Implementation Plan	Involve targets throughout the organization. Even in compliance driven change when targets cannot be involved in what the change is, involve them in how it gets implemented.	Prioritized tasks with resource assignments. Try to include early/easy wins (“low hanging fruit”) to help sway targets to favor the change.	<ul style="list-style-type: none"> <li>▪ Project Schedule</li> <li>▪ Resource Plan</li> <li>▪ Issues Log</li> <li>▪ Risk Register</li> <li>▪ Weekly progress meetings</li> </ul>
Execution	Build Change Agent Capacity	Develop competence for OCM methodology implementation. Initiatives with high resistance require more sponsor intervention and change agent capacity.	<p>Effective change agents (ensure they are champions, not resisters):</p> <ul style="list-style-type: none"> <li>• People who plan, support, and implement the change</li> <li>• Guiding Coalition</li> <li>• Act as the bridge between the Sponsors and Target Population</li> <li>• Understand the impact of change on the people, structure, processes and culture</li> <li>• Have the capability to influence others and make the change happen</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess change agents</li> <li>▪ Updated OCM Chart</li> </ul>
Execution	Create Cultural Fit	Align the change with the culture.	Become aware of effective and ineffective cultural elements in relation to implementation success.	Assess cultural fit
Execution	Develop Target Readiness	Identify, measure and manage the sources of resistance to the change among the targets who are most impacted.	Data gathering/generation and appropriate action planning based on findings. May include a go/no decision at this point.	<ul style="list-style-type: none"> <li>▪ Assess target risk including maturity and capacity</li> <li>▪ Identify resisters</li> <li>▪ Updated OCM Chart</li> </ul>

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Monitor and Control	Develop Reinforcement Strategy	Alignment of reinforcement mechanisms with performance measures and communicated expectations.	<ul style="list-style-type: none"> <li>▪ Training coaching and mentoring</li> <li>▪ Rewards for desired behaviors</li> <li>▪ Penalties for undesired behaviors</li> </ul>	<p>Metrics for measuring performance / compliance:</p> <ul style="list-style-type: none"> <li>• Metrics should measure the desired characteristics of a change effort</li> <li>• Measure how the performance of an organization compares to the desired state</li> <li>• Indicate the progress of a change effort towards the desired change goals</li> </ul>
Close-down	Create Adoption and Utilization Guide for Sponsors	Delivered to sponsors (only) at the conclusion of the project as a guide for helping them to ensure ongoing adoption and utilization of the change.	<ul style="list-style-type: none"> <li>▪ Purpose of the Plan</li> <li>▪ OCM Context</li> <li>▪ OCM Deliverables</li> <li>▪ Recommendations</li> </ul>	Adoption and Utilization Guide
Close-down	Conduct Postmortem	Project postmortems are internal assessments of a project performed by project personnel at the end of a project.	Analyze the strengths and weaknesses of the defined change management processes.	Lessons Learned