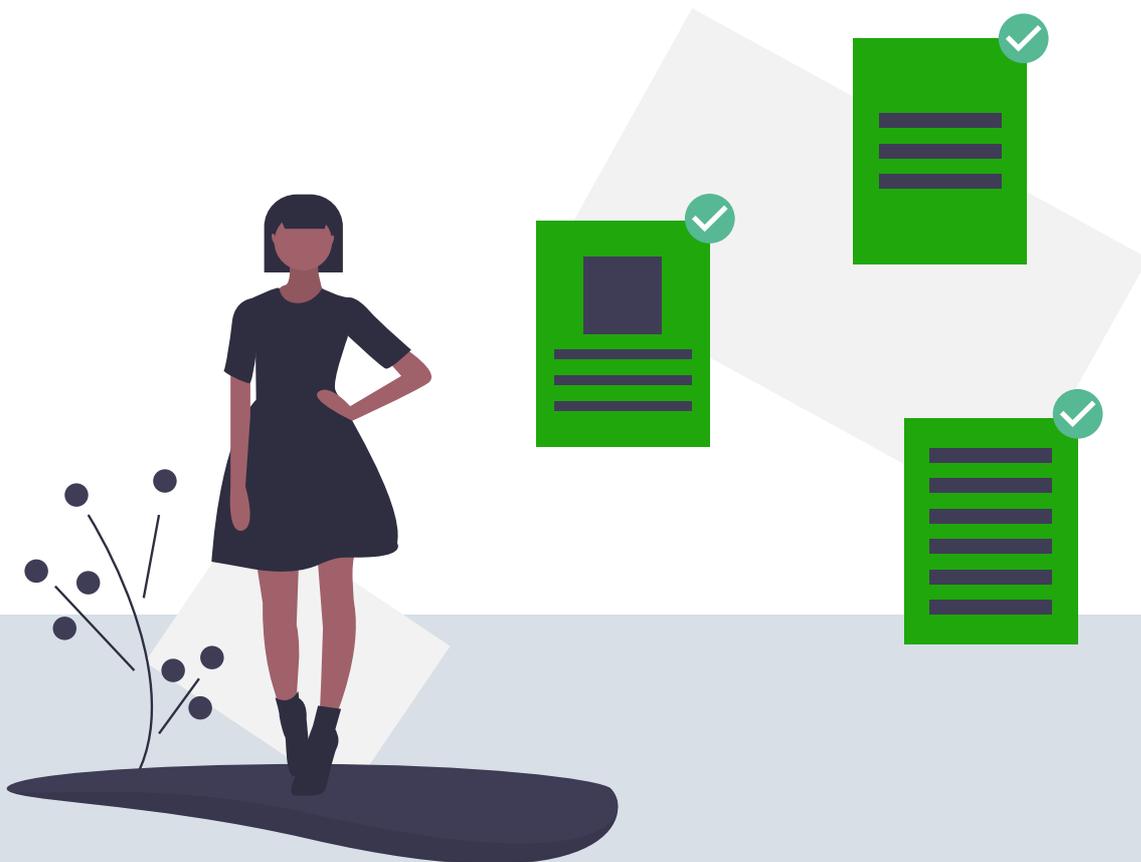


ISSORIA CHANGE MANAGEMENT TOOLS

Change Initiative Risk Checklist





This checklist will help identifying your change initiative's risks. Review each question and answer yes, no or not applicable. For every question to which you answer *no*, there is a risk to your change initiative.

CHANGE INITIATIVE DEFINITION	YES	NO	N/A
Are the objectives clear and unambiguous?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is the scope clear and fully understood?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are the requirements clear and fully understood?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are targets clear and fully understood?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is there a clear mapping from desired outcomes, to needed deliverables and changes to actions required?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you know how you will achieve your objectives? If not, do you have a way to achieve this understanding?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In designing your approach have you considered all aspects of the change – systems, processes, tools, facilities, organisation, capability development, performance management, measurement and KPIs, behaviour and culture etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

BUSINESS CASE & BUDGET	YES	NO	N/A
Are your budget and cost estimate robust?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is your business case valid?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is the business case based on valid and reasonable assumptions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are the business case sensitivities understood and appropriate contingency included in budgets?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



SPONSORSHIP AND SUPPORT FOR THE CHANGE	YES	NO	N/A
Does the stakeholder community accept the objectives and have a sense of urgency to achieve them?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does the stakeholder community accept the proposed approach?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does the initiative have adequate prioritisation amongst all the involved parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is there sufficient active sponsorship and management support from the right people in the organisation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you key sponsors behaving in a way that is aligned to the desired change outcomes?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are management responsibilities and accountabilities stable and unlikely to change? (Are your key sponsors liable to stay your key sponsors?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do your sponsor and customers understand the level of risk in pursuing the change and accept this?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

EXPECTATIONS	YES	NO	N/A
Are expectations about the change reasonable?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are expectations manageable?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

APPROACH & PLAN	YES	NO	N/A
Is your plan complete? Are you confident that you have missed nothing out?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you confident that your estimates of task length and resource requirement are correct?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you confident that your schedule of tasks is correct, and that it reflects the impact of dependencies?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have sufficient contingency in your plan and budget to overcome any risks that may occur?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



RESOURCES	YES	NO	N/A
Do you have sufficient resource to complete your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do the resources have the necessary skills and capabilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are the resources available?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will the resource continue to be available?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are all key and scarce resources that you cannot afford to lose and that would be difficult to replace, guaranteed for the whole change initiative?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are the team motivated to do the task?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
For any third-party suppliers – do you have a good relationship and workable contract?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PROJECT / DELIVERY MANAGEMENT	YES	NO	N/A
Do you have a good project manager with the capability to deliver a project of this nature?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have access to a good range of project management skills, tools, processes and documentation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ASSUMPTIONS	YES	NO	N/A
Do you know all the key assumptions made in pursuing this change?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand the risk associated with each of the assumptions being made?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



CHANGE TO SCOPE	YES	NO	N/A
Are the change outcomes, target audience, expectations etc stable and not subject to regular change?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have a way to handle changes to scope, outcomes etc?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ISSUES	YES	NO	N/A
Do you have a robust process for managing issues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are the issues that are arising occurring at a rate you can manage and not getting out of control?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

STAKEHOLDER MANAGEMENT	YES	NO	N/A
Do you have a reliable process to identify and assess stakeholders?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you know who your stakeholders are, what their views of the change are?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you actively engaging with your stakeholders to manage their expectations and deal with issues they cause?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are your stakeholders free of behaviours that add risk to your project?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMUNICATIONS	YES	NO	N/A
Do you have access to all the information you need?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand the information needs of your different audiences?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you defined a set of clear and compelling messages aligned to the change?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have access to all the needed communication channels?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Do you have a robust communication plan, aligned to the needs of the change and the events occurring whilst it is undertaken and tailored to your stakeholders?

Do you have feedback mechanisms to assess the effectiveness of the communications?

EFFECTIVE GOVERNANCE **YES** **NO** **N/A**

Do you have a clear forum for governance related to this change?

Do you have an effective way to escalate issues?

Are timelines for business decisions and approvals built into your plan?

Do you have an effective and timely decision-making process?

Are your sponsor group free from politics and aligned on the goals of the change and the approach to achieving them?

IMPACT OF OTHER PROJECTS AND CHANGES **YES** **NO** **N/A**

Is there any risk of resource being moved to other projects?

Are you in control of, or have reliable commitments for, anything else in your business that could impact your project?

Do you understand your dependencies on other projects?

Are you confident these will be delivered on time?

Are you aware of any other changes happening in parallel and the impact on the communities you will be impacting?

Are your impacted communities capable of handling the changes from your initiative as well as any others happening in parallel?



BUSINESS IMPACT AND READINESS FOR CHANGE	YES	NO	N/A
Is the business capable of absorbing or handling the change you propose in the light of everything else done?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand the impact on staff of the change?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand the impact on management of the change?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand the impact on suppliers of the change?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand the impact on customers of the change?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are the customers ready for the change and any work they have to do to support the changes (e.g. testing, training)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you understand the impact on any other key stakeholder group?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you got a robust way to understand and manage these impacts?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is the risk on the business manageable in case the change is not delivered or does not work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is the risk on the business manageable in case any aspect of the change goes wrong?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is the risk on the business manageable in case there are post go-live disruptions in the business?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

FAMILIARITY WITH CHANGE	YES	NO	N/A
Is your organisation generally familiar with your change and do you have experience of changes of this nature?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



We would love to talk more

If you have found the issues raised in this document interesting and would like to talk more to us about how you can approach answering these questions, please get in touch.

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