# Change Management Checklist

INITIATION

1. What are the most likely sources of change for this project?
   a. Consider the project scope, time, cost, team, vendor, deliverables, etc.
   b. Consider the project itself, the organization, and the environment
2. What would be useful changes that could happen to this project?
3. What kinds of changes should we realistically protect against, given our priorities and anticipated benefits?

PLANNING

4. What is the priority order of the iron triangle?

   _____ Scope
   _____ Time
   _____ Cost

5. Who can approve what kind of change? Consider the impacts to Scope, Time, and Cost (and continue the illustration for quality, human resources, risk, procurement, etc.)

REQUIRES→ IMPACTS ↓	Limited discussion	Team Approval	Sponsor Approval	Exec Sponsor Approval	Steering Committee / BOD Approval
Scope		*Sample: Postpone low priority feature*			
Time			*Sample: Delay delivery by 2 weeks*		
Cost				*Increase cost by $1,000*	

6. What is the change request process?
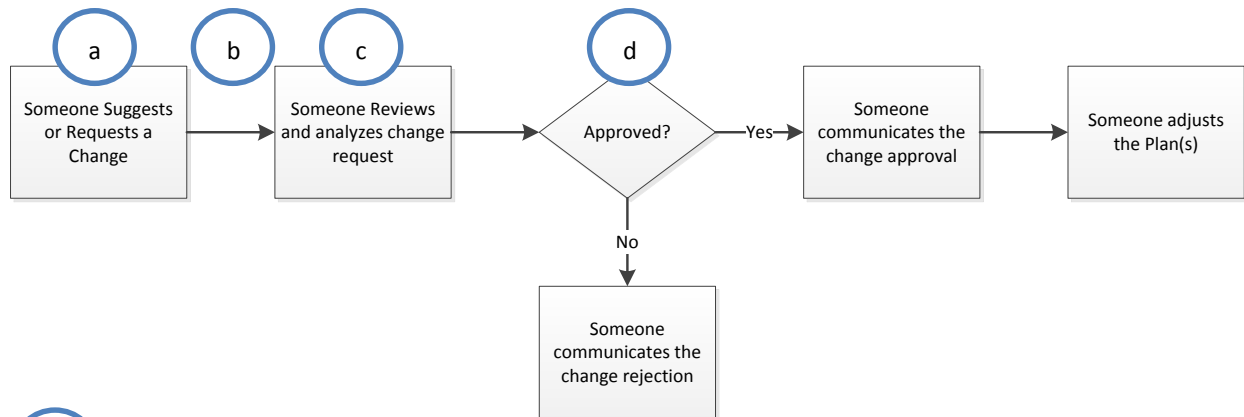
a Where and how are change requests submitted?
   i. Is there a Change Request Form? If not, what should someone who has a change request do?
   ii. If someone has a change request, where do they get the form, who can they ask for help filling it out, and how do they get the request form actually "submitted"?

b Once a change request has been "submitted" who gets notified, and what action should they take?
   i. Is there a change request log? Where is it and how do we get to it?
   ii. Who has the authority to enter new requests into the log?
   iii. Who has the accountability to review the log and see if they are impacted?

c Where and how, and in what forum(s) are they reviewed/discussed?
   i. Assuming a change request requires further review and analysis – who does that?
   ii. How much time should a person or individual spend reviewing or analyzing a change request?
   iii. How much elapsed time is permitted between the request and the response?
   iv. If a change has to be escalated to a higher power for review
      1. What is the escalation process?
      2. Are there forums for discussing change with Executive Sponsor or the Steering Committee or BOD?

d How does the change decision get captured?
   i. If a change is rejected
      1. How is the requestor notified?
      2. How much communication will occur so no one is unclear about where the change request landed?
   ii. If a change is approved
      1. How is the requestor notified?
      2. How are changes to scope, budget, or schedule documented?
      3. How are changes to scope, budget, or schedule communicated to the team?

EXECUTION

7. What messages around the change can (and should) be communicated?

> **Step 1 –** Identify the change itself, and describe its impact
> - Is something new being introduced? <u>What</u> is being introduced or added?
> - Will people need to change the way they behave? <u>What</u> behaviors are you trying to change?
> - Is something being taken away or removed? <u>What</u> is being removed or deleted?

> **Step 2 –** Identify those who are impacted by the change.

> **Step 3 –** For those <u>who</u> are impacted, in general, is it a positive or negative change for them?

> **Step 4 –** Consider their general attitude towards change. Are they generally change averse or change tolerant?

> **Step 5 –** Identify in a word or phrase what is ending (A) and what is beginning (B).

> For each **WHAT**, identify the **WHO** & **HOW** using the 2-5 above and the tool below:

> | 2-Who | 3-The Change: Positive or Negative | 4-Their Attitude: Tolerant or Averse | 5-What (A) is ending What (B) is beginning? |
> |---|---|---|---|
> | | | | |

> Remember that people need different kinds of communication, depending on the moment of transition and on how they feel about the change.

Stable in A — Engagement — Comfort

Letting Go of A — Denial, Grief, Anger, Resistance — Loss

Unstable Period — Doubt, Discomfort, Exploration — Uncertainty

Taking Hold of B — Discovery — Optimism

Stable in B — Commitment — Comfort

Step 6 – For each **WHAT** and for each **WHO**, plan your messages, using the principles of change.

	CREATE…	Kotter Says	What it means?
1	Urgency to adopt the change	Establish a Sense of Urgency	✓ "B" must be obviously and urgently better than "A" to everyone who must change ✓ Give timely notice to help foster urgency
2	Agents to champion the change	Form a Powerful Guiding Coalition	✓ Change agents will help drive a change more effectively than any one person can do alone: find the agents ✓ Identify the "who" and "how" of resistance
3	A clear, measurable vision of the change	Create a Vision	✓ "B" must be clear, with a path that includes actionable "SMART" goals (Specific, Measurable, Attainable, Realistic, Time-bound)
4	The vocabulary shift around the change	Communicate the Vision	✓ Appeal to all of the communication styles ✓ Seven times, seven ways makes it stick ✓ The vision is clear when the vocabulary changes
5	The power to move forward with the change	Empower Others to Act on the Vision	✓ The obvious impediments (such as time and prior behavioral rewards) must be removed ✓ Acknowledge emotions and allow for a transitional process ✓ Foster open, multi-way discussion
6	The wave of change adoption	Plan for and Create Short-Term Wins	✓ Create and celebrate baby steps ✓ Communicate, communicate, communicate ✓ Prevent slippage
7	The momentum for more (realistic) changes	Consolidate Improvements and Produce Still More Change	✓ Create momentum by welcoming multiple changes ✓ Embrace approved changes without looking back ✓ Continue to prevent counter-productive changes
8	The culture of change management	Institutionalize New Approaches	✓ Continuously point out the value of the changes that have been approve to the goals of the project ✓ Reinforce continuous improvement ✓ Keep using the change management tools