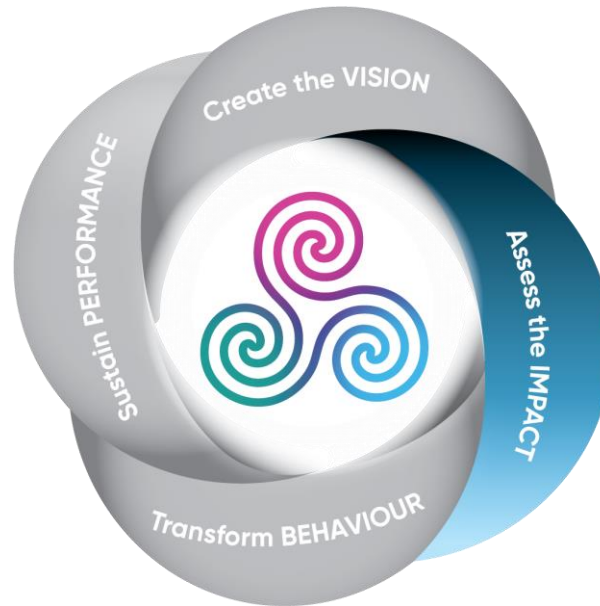


MODULE 4

Assessing the IMPACT of change



WHAT IS COVERED IN THIS MODULE?



Identifying stakeholder populations and needs to inform change activities



Assessing the impacts of the change in order to plan and prioritise change activities



Identifying risks, issues and key dependencies relating to implementation

WHAT ARE THE DEPENDENCIES?



Organisational structure charts and information on key roles and accountabilities



In-depth understanding of the changes, such as detailed process mapping and access to SMEs to validate impacts and assumptions



Assistance from key sponsors/ programme team members to validate stakeholder mapping and impact assessment outcomes

Stakeholder assessment

Identifying and managing programme stakeholders



What is a stakeholder?

Any individual or group who may be affected by the programme, or who has a potential impact on the success of the programme.

What does stakeholder assessment involve?

There are 4 key steps involved in the stakeholder assessment process:

1. Identify

Identify key individuals and groups that are impacted by or can influence the project and its outcomes

2. Analyse

Assign an 'impact' and 'influence' score to each stakeholder

3. Map

Plot your stakeholders onto a Stakeholder Assessment Map according to their scores

4. Respond

Use your completed stakeholder map to assign an appropriate engagement approach to each stakeholder

What is the value of conducting stakeholder assessment and mapping?

- ✓ Identify all individuals and groups who are impacted by the changes
- ✓ Identify all individuals and groups who have an influence on the success of the changes
- ✓ Understand the specific needs of your most critical stakeholder groups in order to tailor messaging and other engagement activity accordingly
- ✓ Identify your most challenging stakeholders and plan specific strategies to engage them as needed
- ✓ Tailor communications and other change management interventions according to your stakeholder assessment, enabling effort and time to be directed where it is most needed
- ✓ Ensure stakeholders receive the most appropriate help and support at the right time so they can actively support the changes
- ✓ Track progress in stakeholder engagement over time against your initial stakeholder assessment results

Stakeholder assessment: Step 1

Identifying your programme stakeholders

1. Identify

Identify key individuals and groups that are impacted by or can influence the project and its outcomes

2. Analyse

Assign an 'impact' and 'influence' score to each stakeholder

3. Map

Plot your stakeholders onto a Stakeholder Assessment Map according to their scores

4. Respond

Use your completed stakeholder map to assign an appropriate engagement approach to each stakeholder

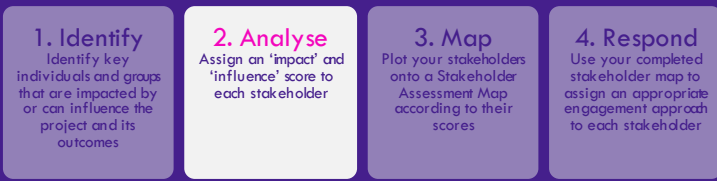


Step 1: Identifying your programme stakeholders

- Meet with your programme lead and relevant change team members to identify the stakeholders that will be impacted by the changes, or those who will be able to influence the success of the programme. Many stakeholders will be both directly impacted, as well as have a direct influence on success (e.g., manager-level employees).
- Your list should include both internal and external stakeholders (e.g., clients or regulatory bodies).
- If you are unsure whether to include a stakeholder or stakeholder group – include them and validate with others.
- List your stakeholders in the **Stakeholder Assessment template**.
- On large programmes, you are likely to have several clusters of stakeholders. You may want to combine these together based on their common needs (e.g., particular leadership-level groups, managers, clients or customers).

Stakeholder assessment: Step 2

Analysing stakeholder impact and influence



Step 2: Analysing stakeholder impact and influence

- Go through each stakeholder or stakeholder group and assign a rating for both their level of impact and their level of influence using a HIGH, LOW or MEDIUM ranking approach:
 - ❖ **Impact** refers to the degree to which their current ways of working will be impacted by the project
 - ❖ **Influence** refers to the degree to which they have an influence on the success of the programme
- Record your assessment in the **Stakeholder Assessment template** along with the other columns of information for each stakeholder (see example below)
- Be mindful that this information is likely to be sensitive and should, therefore, be kept as confidential within the change team

Stakeholder Assessment template example:

High = Ability to stop, start or pause elements of the programme and can materially change the strategic direction
Medium = Influential stakeholders who need to be engaged as they are critical to the implementation of the change
Low = Stakeholders typically at middle management level who could derail the implementation if not engaged

#	Stakeholder: Individual or Group	Role In The Organisation	Location	Key Priorities / Issues	Impact (H,M,L)	Influence (H,M,L)	Engagement Approach	Relationship Owner (if relevant)
1	(e.g. John Smith or Global Executive)	(e.g. CEO)	(e.g. country or office)	(e.g. ensuring senior leaders are supportive)	L	H	(e.g. bi-weekly checkpoint calls to review progress & risks)	(e.g. the Programme Lead may own all key engagement activity with the CEO)
2

Enter the type of information this stakeholder is interested in receiving e.g. successes, impact to the business unit, risks or delivery timeline updates

High = typically directly impacted by the change
Medium = typically indirectly impacted / or an interested party
Low = needs to be aware of the change only

You may list a number of activities and channels here depending on the stakeholder needs

Stakeholder assessment: Step 3

Stakeholder mapping

1. Identify

Identify key individuals and groups that are impacted by or can influence the project and its outcomes

2. Analyse

Assign an 'impact' and 'influence' score to each stakeholder

3. Map

Plot your stakeholders onto a Stakeholder Assessment Map according to their scores

4. Respond

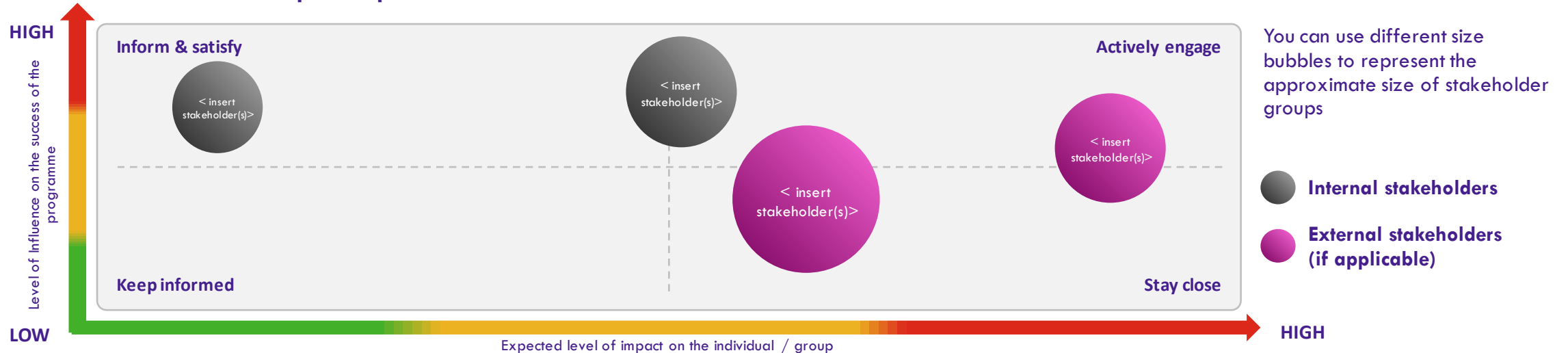
Use your completed stakeholder map to assign an appropriate engagement approach to each stakeholder



Step 3: Completing stakeholder mapping

- Use your completed **Stakeholder Assessment template** to plot each stakeholder or stakeholder group onto your **Stakeholder Assessment Map** (see *example below*)
- ❖ The **Stakeholder Assessment Map** is essentially a 4-box grid which enables you to easily visualise on 1 page where your stakeholders are now in terms of their levels of impact and influence
- ❖ Each quadrant of the grid is labelled with an engagement response. These responses will help inform your engagement approach for each stakeholder or stakeholder group

Stakeholder Assessment Map example:



Stakeholder assessment: Step 4

Respond by assigning the appropriate engagement approach

1. Identify

Identify key individuals and groups that are impacted by or can influence the project and its outcomes

2. Analyse

Assign an 'impact' and 'influence' score to each stakeholder

3. Map

Plot your stakeholders onto a Stakeholder Assessment Map according to their scores

4. Respond

Use your completed stakeholder map to assign an appropriate engagement approach to each stakeholder



Step 4: Respond by assigning the appropriate engagement approach to each stakeholder or stakeholder group

- Your Stakeholder Assessment Map will provide you with a suitable engagement response for each stakeholder as per below:
 - ❖ High Impact and High Influence = **'Actively Engage'**
 - ❖ High Impact and Low Influence = **'Stay Close'**
 - ❖ High Influence and Low Impact = **'Inform & Satisfy'**
 - ❖ Low Influence and Low Impact = **'Keep Informed'**
- These engagement responses are to be treated as high-level indications of the needs of a stakeholder or stakeholder group. You should use them as a starting point to review and discuss exactly what strategies you will employ to engage the individual or group accordingly.
- Some stakeholders will sit half-way between quadrants- again this will require some reflection and potential validation with select individuals to determine the best engagement option.
- Example engagement activities for each quadrant are provided below. Generally speaking, the order below reflects the prioritisation you should adopt in relation to engagement effort across the 4 quadrants:

1. Actively Engage

- Focus efforts here
- Establish a regular cadence of communication
- Ensure they are adequately involved in governance and decision-making

2. Inform & Satisfy

- Engage and consult on key areas
- Understand any areas of challenge where they may want further information and input

3. Stay Close

- Help them to understand the value from early on
- determine whether they can play a supporting role via Change Champion or Super User networks

4. Keep Informed

- Inform via general communications such as newsletters and webpages
- This quadrant should be receiving the least amount of focus

Conducting a change impact assessment (CIA)



Introduction

What is a change impact assessment?

A CIA is essentially an exercise to understand and document the key impacts of the proposed changes in terms of:

- ❖ What will be different in the future state?
- ❖ Who will be impacted, when and how?
- ❖ What is the magnitude of each impact?

Your CIA will further inform detailed change management activities and is a key deliverable for other workstreams within the programme (depending on scale).

What does it involve?

There are 3 keys steps involved in completing a change impact assessment:

1. Collect Data

Conduct working sessions with relevant workstreams and SMEs to identify what's changing by comparing the current and future states- you will likely need several meetings over a period of time depending on the scale of your programme.

2. Analyse

Score the impacts based on a low, medium or high ranking, validate further with stakeholders as required, and document in your CIA template. You should conduct a high-level and a detailed version depending on the scale of your programme.

3. Implement

Review outcomes and summarise for key stakeholders. Make recommendations for change activities to inform detailed change planning and report on findings to key stakeholders.

CURRENT STATE



FUTURE STATE

NB. It is sometimes helpful to complete an initial high-level CIA in order to guide early change planning activity and resourcing decisions. a detailed CIA should then follow.

What are the key outcomes?

- ✓ Detailed understanding of the impacts of changes across the business to help inform and prioritise change activity, including resourcing – your high-level change plan should now be refined further as a result of your CIA
- ✓ Clear articulation of the overall magnitude and type of impacts to prepare leaders and other key stakeholders for the change efforts required
- ✓ Overview of data and information required for designing communications and training activities, enabling messaging to be tailored according to priority impact areas/populations
- ✓ Identification of key risks and issues
- ✓ Understanding of dependencies with other programme workstreams if relevant

What is meant by change impacts?

Understanding current versus future state



Change impacts are the difference between the current and future state and are usually organised into categories as per below:

EXAMPLE CHANGE IMPACT CATEGORIES

PROCESSES

Differences between new and old processes and where new processes need to be developed

ORGANISATION DESIGN

Changes to team structures, outsourcing, reporting lines, potential employee numbers and location

TECHNOLOGY, TOOLS & DATA

Changes to technology, including new/adjusted systems and functionality, as well as how data is shared, managed and stored

BEHAVIOUR CHANGE

New or adjusted behaviours and ways of working (e.g. virtual, matrix, collaboration etc.) including changes in working styles or adapting to different cultures

SKILLS

Potential gaps in employee skills and competencies (technical, leadership, behavioural) as a result of the transformation

REGULATORY & RISK

Changes that may impact regulatory or risk policies

Impacts are measured using the following rating scale:

H High

M Medium

L Low

Depending on the scale of your programme, it may also be simpler to group impacts as per below:

PEOPLE

PROCESSES

TECHNOLOGY

Example change impacts



Below are typical change impacts you are likely to encounter on a transformation programme

PROCESSES

- New or adapted processes or policies
- Standardisation of processes
- Amended talent and recruitment processes as a result of new capabilities and skills requirements

ORGANISATION DESIGN

- Reduction / increase in headcount with roles consolidated, removed or changed
- New operating model or other organisational structure changes, such as newly formed teams, COEs, etc.
- Revised outsourcing models
- Changes in decision rights, reporting lines or governance

TECHNOLOGY, TOOLS & DATA

- Introduction of new systems or new functionality in existing systems
- Decommissioning of existing systems or applications
- Changes to the way 3rd party data is collected and used resulting in contractual changes
- Standardisation of knowledge and data

BEHAVIOUR CHANGE

- Mind-set shift requirements (e.g., approaching problems with a digital mindset)
- Relinquishing control to new technologies
- Collaborative and virtual ways of working
- Adapting ways of working to suit multiple cultures

SKILLS

- Developing new skill sets, such as STEM* capabilities
- Training employees to become more equipped at project management
- Focusing on building advanced customer relationship expertise

REGULATORY & RISK

- Informing regulatory bodies of any significant changes to employee ways of working or contracts
- Implications or local jurisdictional requirements as a result of expansion into new markets/geographies
- New policies and procedures affecting organisational risk parameters

* Science, Technology, Engineering & Maths

Conducting your CIA

Questions to ask



Your change impact assessment is likely to be completed over a number of working sessions or meetings with your relevant stakeholders. Below are some example questions you can use to help guide the conversation to ensure you capture all relevant impacts.

Which stakeholders do you include in your CIA?

- Workstream leads/team members
- Programme or business SMEs
- Programme sponsors/leaders

PROCESSES

- What is changing and for which populations?
- Which steps in the process will be new, different or removed?
- What are the benefits of the new process?

ORGANISATION DESIGN

- Will there be any reduction in headcount and/or significant changes to employee job descriptions as a result of the changes?
- What will the impact be on governance and decision-making?
- Will any part of the work be outsourced?

TECHNOLOGY, TOOLS & DATA

- What technology will need to be decommissioned or adjusted as a result of the system?
- Who will need to use the new system?
- What will the impact be on existing data and knowledge?

BEHAVIOUR CHANGE

- How will employees need to adapt or change their behaviour?
- What cultural challenges might be encountered as a result of the changes?
- Do employees have to interact with different stakeholders as part of the change? Which ones? How?

SKILLS

- What new skills or capabilities will be required?
- Which populations will need training if any?
- Will there be any hiring requirements?

REGULATORY & RISK

- Which regulatory bodies will need to be informed of the changes?
- Are there any significant risk impacts for the business?
- Are any changes required to existing policies and procedures?

Change impact scorecard

Identifying the magnitude of the impact



Once you've captured your impacts you need to score them according to the magnitude of the change. The definitions in the scorecard below will help you do this.

	Low Impact	Medium Impact	High Impact
PROCESSES	<ul style="list-style-type: none"> Few process changes Process change creating limited or no impact on employee tasks Business environment and local legislation are able to support process change 	<ul style="list-style-type: none"> Noticeable changes to working processes Standardisation effort required Local business environment and legislation anticipated to be manageable 	<ul style="list-style-type: none"> Significant process changes/removal of existing activities Large scale change to core processes No demonstrated commitment towards process standardization Local business environment and legislation impact will be challenging to manage
ORGANISATION DESIGN	<ul style="list-style-type: none"> Minor change in business structure Small increase or reduction in headcount (up to 5%) No teams outsourced or relocated Minor change in scope, decision rights, reporting lines, role consolidation, role level etc. No impact on governance and meeting cadence 	<ul style="list-style-type: none"> Some change in business structure Increase or reduction of headcount (5-10%) Some work outsourced and some teams relocated Some shift in decision rights and reporting lines Some roles created, eliminated, consolidated, change level etc. Some change to governance and meeting cadence 	<ul style="list-style-type: none"> Considerable change in business structure Significant increase or reduction of headcount (10% +) Work outsourced and teams/roles relocated Considerable shift in decision rights and reporting lines Major changes in scope for roles → Many roles created, eliminated, consolidated or levels changed Considerable change to governance and meeting cadence
TECHNOLOGY TOOLS & DATA	<ul style="list-style-type: none"> Limited change to technology platforms and applications already in place No significant introduction of new technologies No significant changes to the way data is collected, stored or moved Local data protection regulations are not impacted 	<ul style="list-style-type: none"> Some new technologies required Some new interaction between different technology applications Some changes to the way data is collected, stored or moved Local data protection regulations impact anticipated but manageable 	<ul style="list-style-type: none"> Large scale technology implementation required Significant integration requirements, or decommissioning of existing technologies or applications Wide-scale changes required to how data is collected, stored or moved Local data protection regulations impacts will present challenges
BEHAVIOUR CHANGE	<ul style="list-style-type: none"> Slight modification to how work is performed Insignificant changes expected to existing behaviours and ways of working No significant cultural or mindset shift required 	<ul style="list-style-type: none"> Change to how employees complete daily activities Some new behaviours and ways of working necessary 	<ul style="list-style-type: none"> Complex change to how employees complete daily activities New behaviours, ways of working and mindset shift required Extensive change in cultural elements necessary
SKILLS	<ul style="list-style-type: none"> Employees are able to up-skill in the few instances where required Minimal or no skills training required Capabilities present already in each existing and future roles 	<ul style="list-style-type: none"> Training, coaching and support is required across skill-sets New capabilities required in some roles 	<ul style="list-style-type: none"> Relevant skills do not exist and must be acquired through hiring new staff Extensive skills training will be required in addition to coaching and support New capabilities identified in multiple roles
REGULATORY & RISK	<ul style="list-style-type: none"> The business needs to make minor amendments to risk policies Employees are not affected Regulatory obligations are not affected 	<ul style="list-style-type: none"> The business needs to make some amendments to risk policies and communicate them Some groups of employees are affected Regulatory obligations are not affected 	<ul style="list-style-type: none"> The business needs to make major amendments to risk policies and communicate them Large groups of employees are affected Regulatory obligations are affected

High-level change impact assessment template



Building a summary view of impacts

The High-Level Change Impact Assessment template below can be used to document your high-level CIA before moving onto the detailed version which is best created in Excel. The template can also be used as a summary of the impacts to share with key stakeholders.

Impact area	Predicted impact score	Initial impact assessment summary	Implications for detailed impact assessment
PROCESSES	H	<ul style="list-style-type: none">• Move towards...• New process for...• Centralisation of...	<ul style="list-style-type: none">• More information is required on...• Need to define...• Need to challenge people to...
ORGANISATION DESIGN	H		
TECHNOLOGY, TOOLS & DATA	M		
BEHAVIOUR CHANGE	H		
SKILLS	M		
REGULATORY & RISK	L		

These initial impact rankings should be **validated** with other project team members before confirmation of the final rankings

Scoring Key H High M Medium L Low



WHAT IS A CHANGE READINESS ASSESSMENT?

Also known as business readiness, a Change Readiness assessment is implemented in order to gain insight into the levels of understanding and commitment to implementation; an organisations willingness to take on a specific change. This activity can be done alongside the Change Impact Assessment, but it may also be something you go back to later in the programme when implementation is fully underway as a way of determining whether the change is being received effectively.

WHAT ARE THE OUTCOMES OF A CHANGE READINESS ASSESSMENT?



Understand the organisation's experiences of change- what worked/didn't work previously?



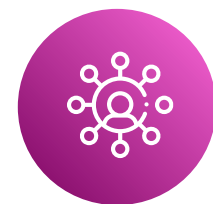
Identify key barriers to change and develop plans to overcome them



Understand perceptions towards the change



Validate and further refine the current change strategy and plan



Begin to engage with critical stakeholders

How to complete a Change Readiness Assessment

Determine the right approach for your stakeholders



Example assessment dimensions

Understanding of the programme vision

Leadership commitment & support

Communications & engagement impact

Operational readiness

Change confidence & agility

Skills & capability gaps

Example assessment tools



Surveys

Short, online survey distributed to all or a selection of stakeholders

Anonymous and easy to administer, but difficult to probe for detail



Focus Groups

Carefully selected representative groups of 8-10 stakeholders in a facilitated session

Provides greater depth of analysis but is more resource-intensive



Interviews

One-on-one conversation with selected stakeholders

Appropriate for a small number of stakeholders to obtain rich information

Change Readiness Assessment




Reporting results



Example Change Readiness Assessment for reporting purposes

Dimension	Accounting & Finance	Admin & Legal	Dept. 3	Overall score	Readiness status
Understanding of the programme vision	Not ready	Almost ready	Not ready	55	Needs monitoring
Leadership commitment & support					Ready
Impact of communications & engagement					Needs more attention
Operational readiness					
Change confidence & agility					
Skills & capabilities gaps					

Key

-  Not ready - needs more attention (0% - 50%)
-  Almost ready - needs monitoring (51% - 75%)
-  Ready (75% - 100%)

Templates available for this module



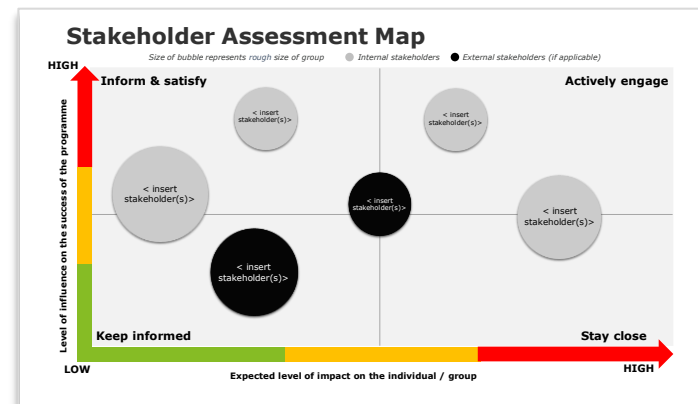
We have provided you with these ready-to-use templates which can be found on the training and resources member page.

Available as PowerPoint templates



Stakeholder Assessment Template

#	Stakeholders: Individual or Group	Role In The Organisation	Location	Key Priorities / Issues	Impact (H,M,L)	Influence (H,M,L)	Engagement Approach	Relationship Owner (if relevant)
1	(e.g. John Smith or Global Executive)	(e.g. CEO)	(e.g. country or office)	(e.g. ensuring senior leaders are supportive)	L	H	(e.g. bi-weekly checkpoint calls to review progress & risks)	(e.g. the Programme Lead may own all key engagement activity with the CEO)
2								
3								
4								



High-Level Change Impact Assessment

Impact area	Predicted impact score	Initial impact assessment summary	Implications for detailed impact assessment
PROCESSES	H	<ul style="list-style-type: none"> Move towards... New process for... Centralisation of... 	<ul style="list-style-type: none"> More information is required on... Need to define... Need to challenge people to...
ORGANISATION DESIGN	H		
TECHNOLOGY, TOOLS & DATA	M		
BEHAVIOUR CHANGE	H		
SKILLS	M		
REGULATORY & RISK	L		

Scoring Key: L (Low), M (Medium), H (High)

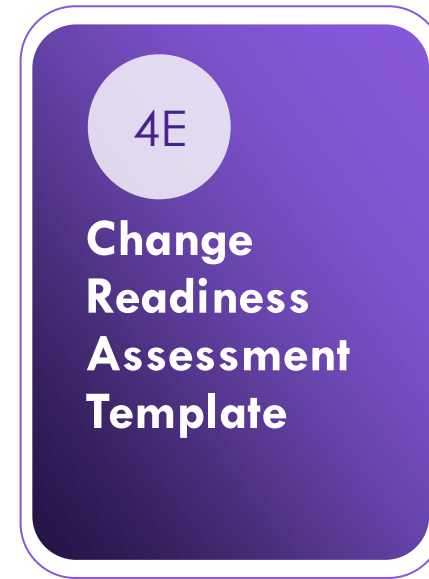
These initial impact rankings should be validated with other project team members before confirmation of the final rankings

Templates available for this module (continued)



We have provided you with these ready-to-use templates which can be found on the training and resources member page.

Available as Excel templates

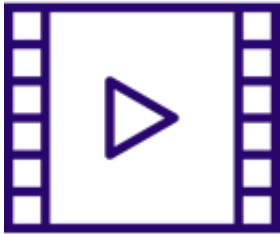


Change Impact Assessment											
Reference No.	Overview	How is it done currently?	How will it be done in the future?	Related Teams Impacted	Systems Used	PROCESSES	Level of Impact	ORGANISATION	Level of Impact	TECH, TOOLS & DATA	Level of Impact
1	Example	The system will be replaced with a new version (V1.2) of the software. The new version will require a new user interface and will be implemented in a phased manner. The current version will be decommissioned after the new version is fully implemented. The new version will be implemented in a phased manner. The current version will be decommissioned after the new version is fully implemented.	All employees will use the new system. The new system will be implemented in a phased manner. The current version will be decommissioned after the new version is fully implemented.	IT Services	Finance Dept	The new system will require a new user interface and will be implemented in a phased manner. The current version will be decommissioned after the new version is fully implemented.	Medium	IT Services	Low	The new system will require a new user interface and will be implemented in a phased manner. The current version will be decommissioned after the new version is fully implemented.	Medium

Example Change Readiness Assessment							
Readiness Area	ID	Description	Business Owner (responsible for sign-off)	Project Owner (responsible for completing the task)	Due Date	Status	Comment
Business Engagement	1.01	Business owners engaged				GO (on track)	
	1.02	Requirements have been agreed with the business					
	1.03	Solution designs have been agreed with the business					
	1.04	Post go-live support established and agreed with business					
	1.05	Principles for post go live transition discussed with business					
Go/No-Go Criteria	2.01	Business go-no-go criteria agreed with the business					
	2.02	Business go-no-go criteria signed off by the business					
	3.01	Training requirements signed off					
Training	3.02	Training proposal delivered					
	3.03	Training materials created					
	3.04	Training materials signed off					
	3.05	Trainer resources secured					
	3.06	Training logistics planned (rooms / invites / scheduled)					
	3.07	Training evaluation completed					
	4.01	Comms plan created					
Comms	4.02	Internal and external comms content and supporting material to be agreed, drafted, signed off and issued					
	4.03	How to / supporting materials to be agreed, drafted, signed off and available					
Support Model	7.01	Support model and processes defined for internal business users and clients (if applicable)					
	7.02	Business support model signed off					
	7.03	Client support model signed off					



Explainer video 4: Assessing the impact of change



You may now watch **Explainer Video 4: Assessing the impact of change** (22:22 min) for further explanation of this module's content. You will find all explainer videos on the training and resources member page.



CHANGE

PROUD