

CHANGE MANAGEMENT

that
STICKS



Work book

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How to use this workbook



This workbook is a free downloadable companion to the book 'Change Management that Sticks'. It has an equivalent section for each chapter. You can work through the exercises, plan your change workshops, add in your own notes and maybe doodle some of your own Change Cats!

If you don't have a copy yet of 'Change Management that Sticks - A practical, people-centred approach for high buy-in and meaningful results' [get it here at Amazon](#) in kindle, physical soft-copy or audiobook format.

In this workbook

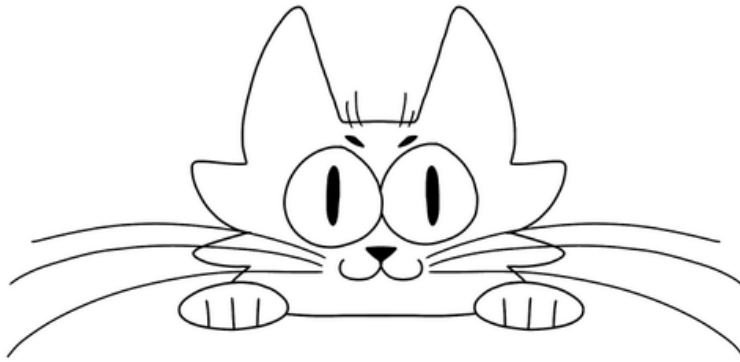


How to Use this Workbook

In this Workbook

Section One - Values of the Change Manager.....	1
Section Two - Understand the stakeholders in the change and why they want.....	7
Section Three - Find the Truth of the Change.....	14
Section Four - The Change Impact Assessment and What's in it For Me - WIIFMs.....	17
Section Five - Where to start your change effort and what to do.....	20
Section Six - Black Arts and Dark Ops - Understanding the basics of delivering successful behavioural change.....	26
Section Seven - Heading Roadblocks off at the Pass.....	30
Section Eight - Reframes and Resets. How to rock the crunchy stuff.....	34
Section Nine - Change Readiness and Success Measurement.....	37
Section Ten - Enable Business Hand Over.....	44
Conclusion.....	51

Section One - Values of the Change Manager



What are your personal values?

Exercise One: Circle the values from the list below that are most appealing to you. You should end up with about ten maximum.

Honesty	Bravery	Empathy	Competitiveness
Integrity	Service	Loyalty	Freedom
Love	Selflessness	Creativity	Toughness
Happiness	Resilience	Trustworthiness	Tolerance
Compassion	Appreciation	Peacefulness	Thoughtfulness
Respect	Humility	Amusement	Willpower
Responsiveness	Devotion	Kindness	Fairness
Authenticity	Contentment	Joy	Delight
Exhilaration	Sensitivity	Dependability	Tranquillity
Honour	Truthfulness	Precision	Clarity
Lucidity	Intuition	Understanding	Independence
Reliability	Balance	Achievement	Serenity

Chapter One - Values of the Change Manager

Section One - Your Values Alignment

Your values alignment to work activity. Fill out the table below.

1. Write down your top five values in the second column in rows 1 through 5.
2. Write a sentence or two about what it means to you in a work context.
3. Write a statement about how aligned the value is to the work context right now.
4. Finally, score whether your value is aligned with a 'yes' or a 'no' in the final column.

No.	1. Value	2. What it means to me in a work context	3. What it looks like right now	4. Aligned?
2				
3				
4				
5				

Section Two - Strengths and Weaknesses

Answer the following questions to help determine your strengths.

1. What do you love to do and why?



2 What do you hate to do and why?



3 What were you doing when you were most happy?



4 Why did this make you happy?



Section Two - Strengths and Weaknesses

Answer the following questions to help determine your strengths, cont.

5 Picture yourself in your ideal future state. What are you doing? What does it look like? Why is this ideal to you?



6. Review your answers to the previous five questions. Think about what strengths are represented by the responses you've given. Write your strengths in the box below.



Section Two - Strengths and Weaknesses

Answer the following questions to help determine your strengths, cont.

1. Fill out the table below. Put a down or up arrow in the final column to indicate if this strength is being enhanced or depleted by your current work activity.

Strength	How it applies to my work right now	Enhanced / Depleted (up or down arrow)

Section Two - Strengths and Weaknesses

Answer the following questions to help determine your strengths, cont.

2. Thinking about these strengths, ask yourself, is my current assignment depleting or enhancing?



3. Review your answers above. Now write down below what actions to take based on where your current assignment is depleting your strengths? What strategies can you take to change it and who can help you?

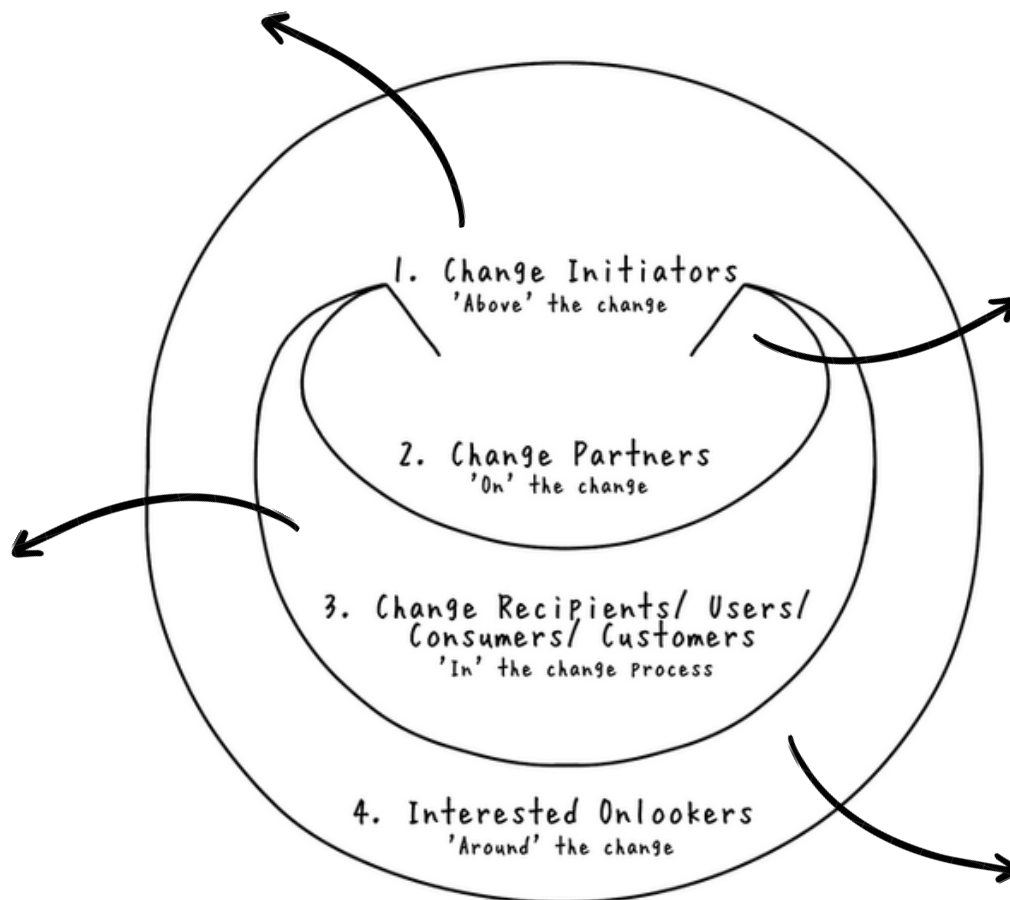


Chapter Two - Understand the Stakeholders in the Change



Who are you stakeholders?

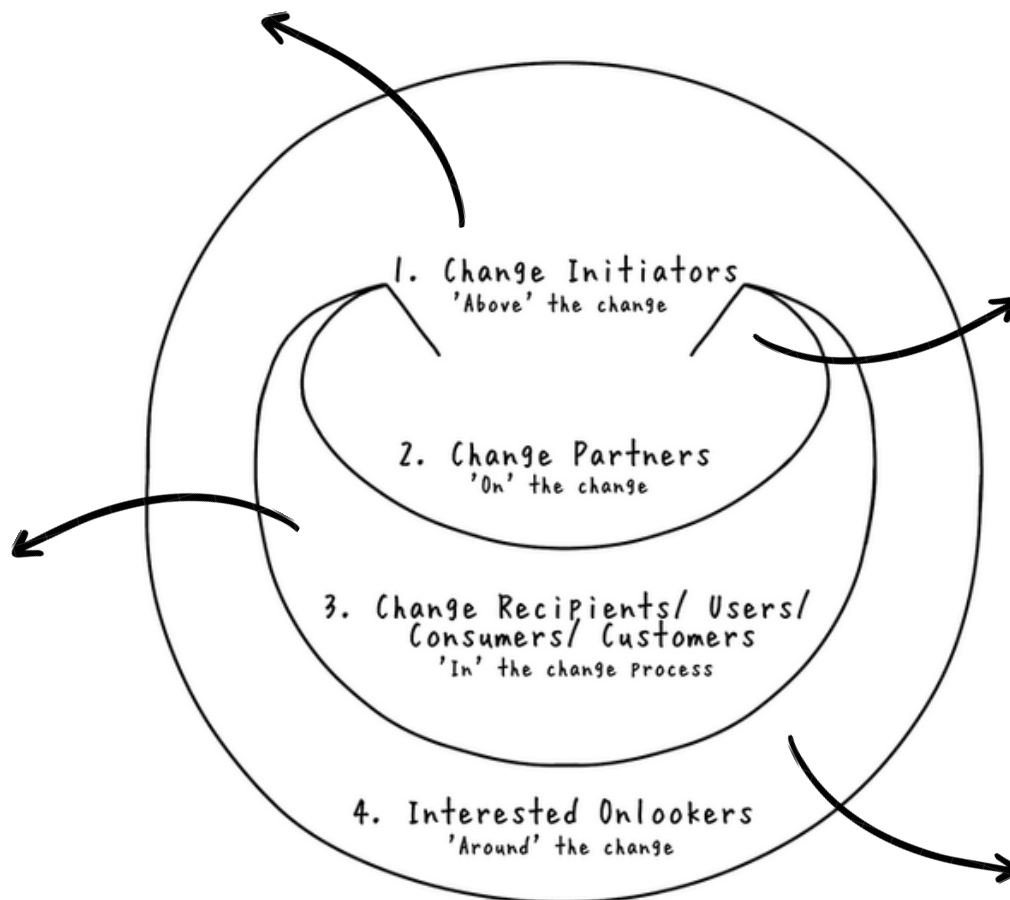
Initial Stakeholder Mapping Exercise: Identify the name of the key groups that fit into each area, 1 to 4, for your current business project.



Chapter Two - Understand the Stakeholders in the Change



Who are you stakeholders?, continued (another page in case you have a lot of stakeholder groups!)



Chapter Two: Section Two - What do your stakeholders want?



Table 1 - Change Initiators: Fill out what each of your change initiator sub-groups want and don't want from the project change. Be as specific as you can.

	Want	Don't Want
Ministers and other political officials		
Board		
Executive		
GMs, Directors, Senior Managers, Deputy Chief Executives		
Regulators		



Table 2 - Change Partners: Fill out what each of your change partner sub-groups want and don't want from the project change. Be as specific as you can (this will help you later).

	Want	Don't Want
Subject Matter Experts		
Vendors		
Media		
Lobby Groups		
Unions		



Table 3 - Change Recipients: Fill out what each of your change recipient sub-groups want and don't want from the project change. Be as specific as you can (this will help you later).

	Want	Don't Want
Users		
Consumers		
Clients		

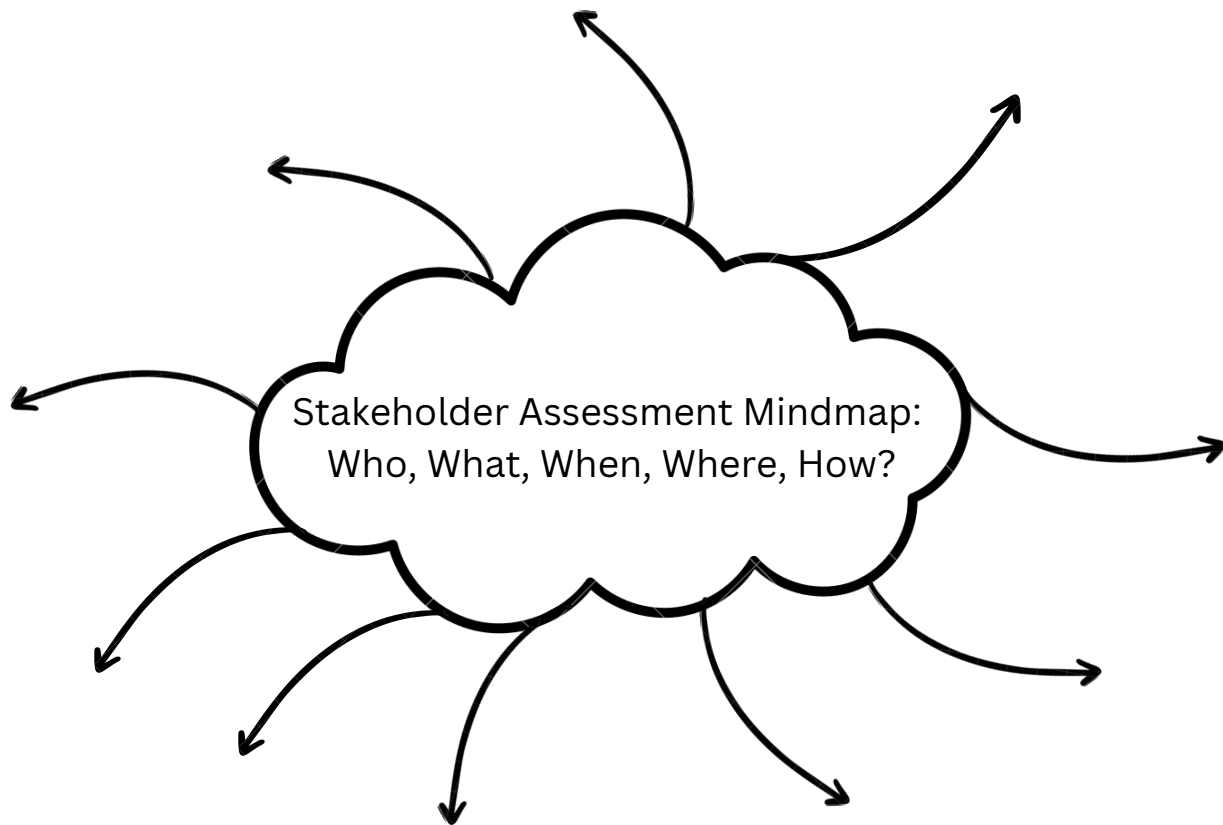


Table 4 - Change Onlookers: Fill out what each of your change onlooker sub-groups want and don't want from the project change. Be as specific as you can (this will help you later).

	Want	Don't Want
Interested Onlookers (divide up further if useful)		
<i>e.g. Finance Team, inactive clients etc.</i>		



Chapter 2: Section 2 - Plan your stakeholder assessment workshop(s) -

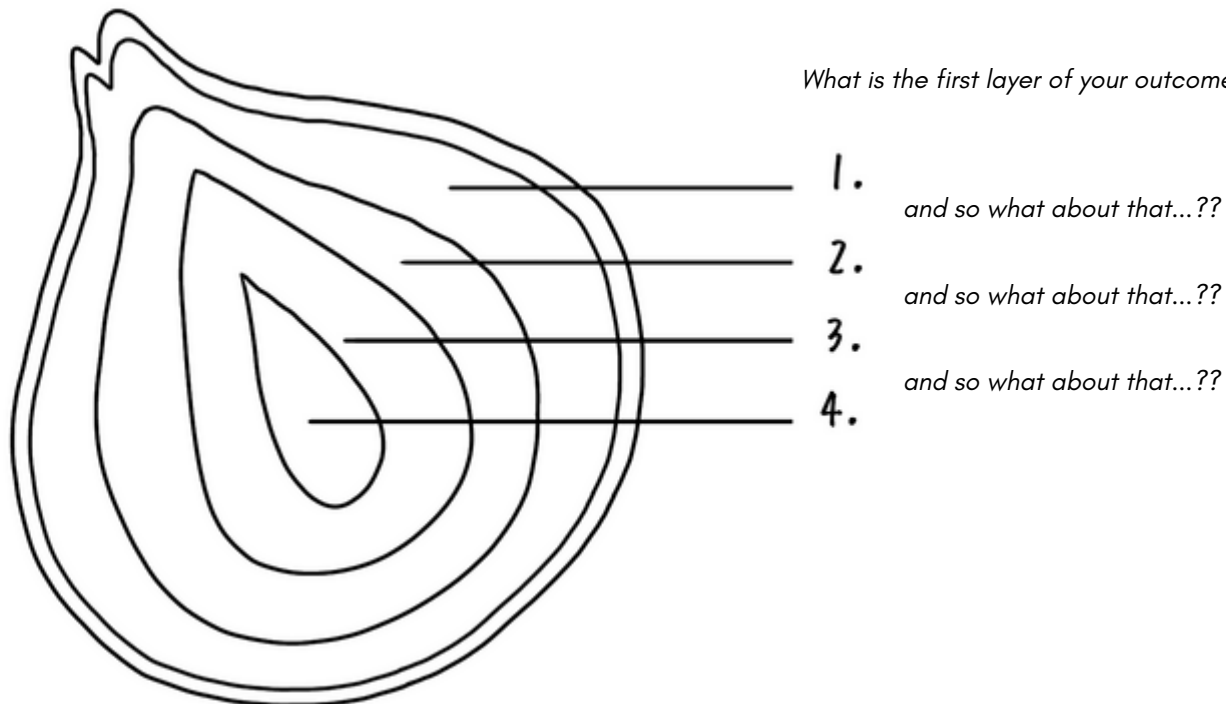


Chapter Three - Find the Truth of the Change



Outcomes Onion Exercise - Use the book, outputs from your stakeholder assessment workshop to fill out your outcomes onion. If you have more than one desired outcome do the exercise for each one.

Outcomes Onion





Chapter Three, Section Two: *What are the specific things your key stakeholder groups want to move towards and away from?*

Stakeholder Group	Move Towards ←	Move Away From →



Chapter Three, Section Two, continued: What are the specific things your key stakeholder groups want to move towards and away from?

Stakeholder Group	Move Towards ←	Move Away From →

Chapter Four - The Change Impact Assessment and WIIFMs



Chapter Four: Exercise One - Fill out the mindmap below to plan your change impact assessment workshop(s).





Chapter Four: Exercise Two - Based on your outputs from the change impact assessment workshop, write out you key WIIFMs per stakeholder group and what the emotional pull is.

	Main WIIFM	The emotional pull is...
Change Initiators		
Change Recipients		
Change Partners		
Change Onlookers		



Chapter Four: Exercise Two, continued - Here's a fresh sheet so that you can perfect your WIIFMs. Have you really got to the core emotional pull or can you go deeper? How does what people want to move away from impact the WIIFM and how you phrase it?

	Main WIIFM	The emotional pull is...
Change Initiators		
Change Recipients		
Change Partners		
Change Onlookers		

Chapter Five - Where to start and what to do



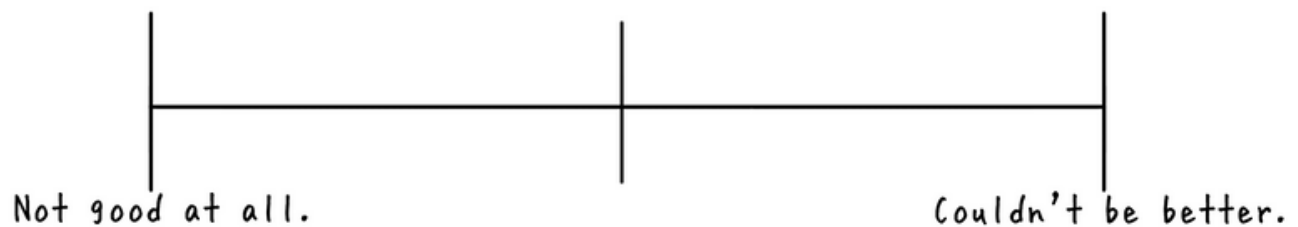
Chapter Five: Section One Checklist - Use the checklist below to guide your first on the ground activities.

Activity	Prompts	Thoughts and Notes	Check for done
Briefing with Project / Programme Manager	Why are we doing it? What's the core problem we're solving? Key Groups? How many people impacted? Location? Current perception of the change good/bad/indifferent? Why? When - big bang or staggered? Waterfall, agile or hybrid?		
Meet Sponsor	Why are we doing this? What's most important to you? What does good like for you? How will you know when our core outcome is achieved? What are your thoughts on how we measure success? What is keeping you awake at night about this change? What are your expectations of me and my role?		

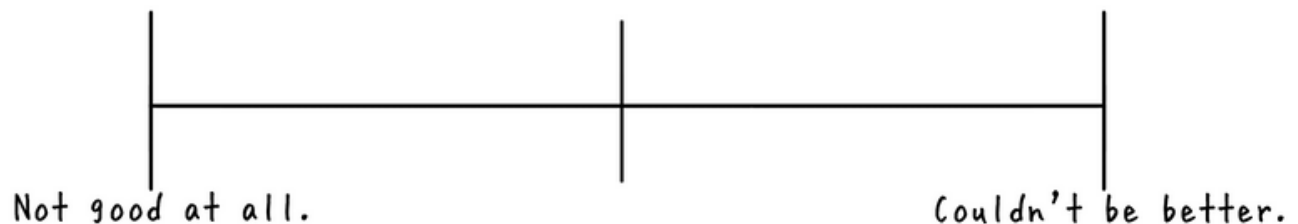


Chapter Five: Section Two - Temperature checks to run for diagnostic purposes
(about two - three weeks in to the assignment).

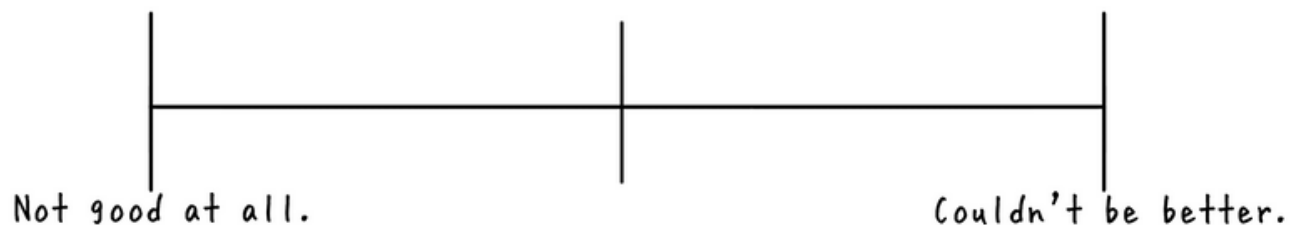
1. How much is the sponsor on board with this change?



2. What's the overall change perception by the change recipients?



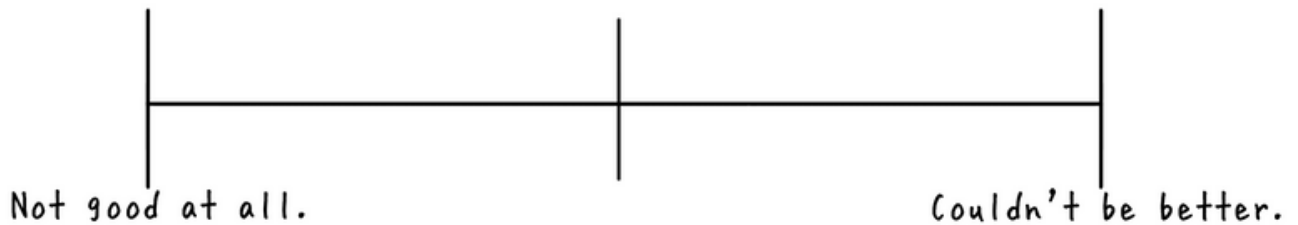
3. How easy will it be to get high adoption of the change?



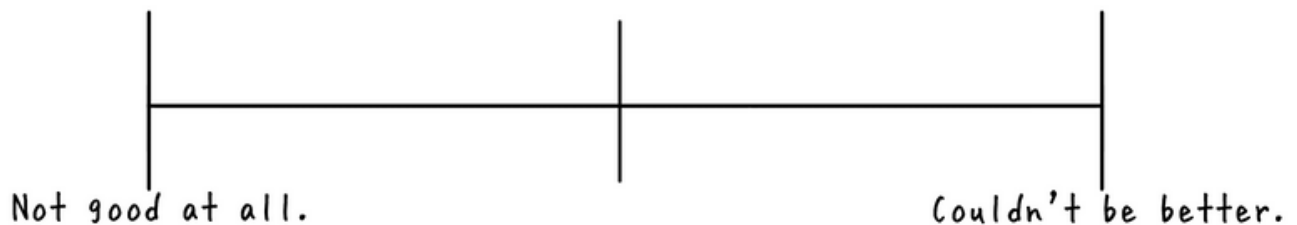


Chapter Five: Section Two, continued - Temperature checks to run for diagnostic purposes (about two - three weeks in to the assignment).

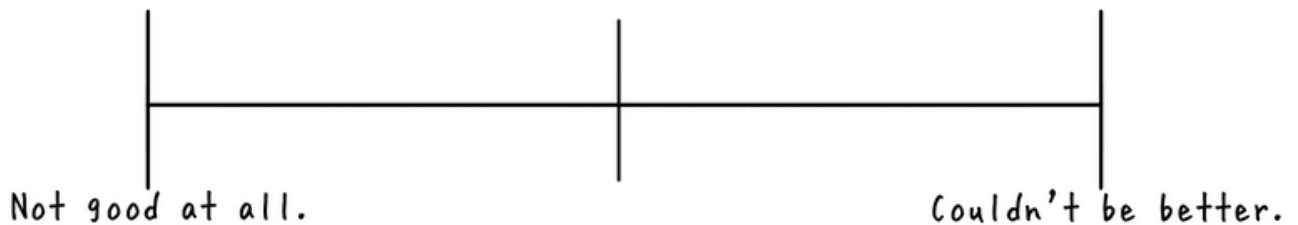
4. How realistic are the change initators are on what can and can't be achieved here?



5. How much is there here to guarantee success?



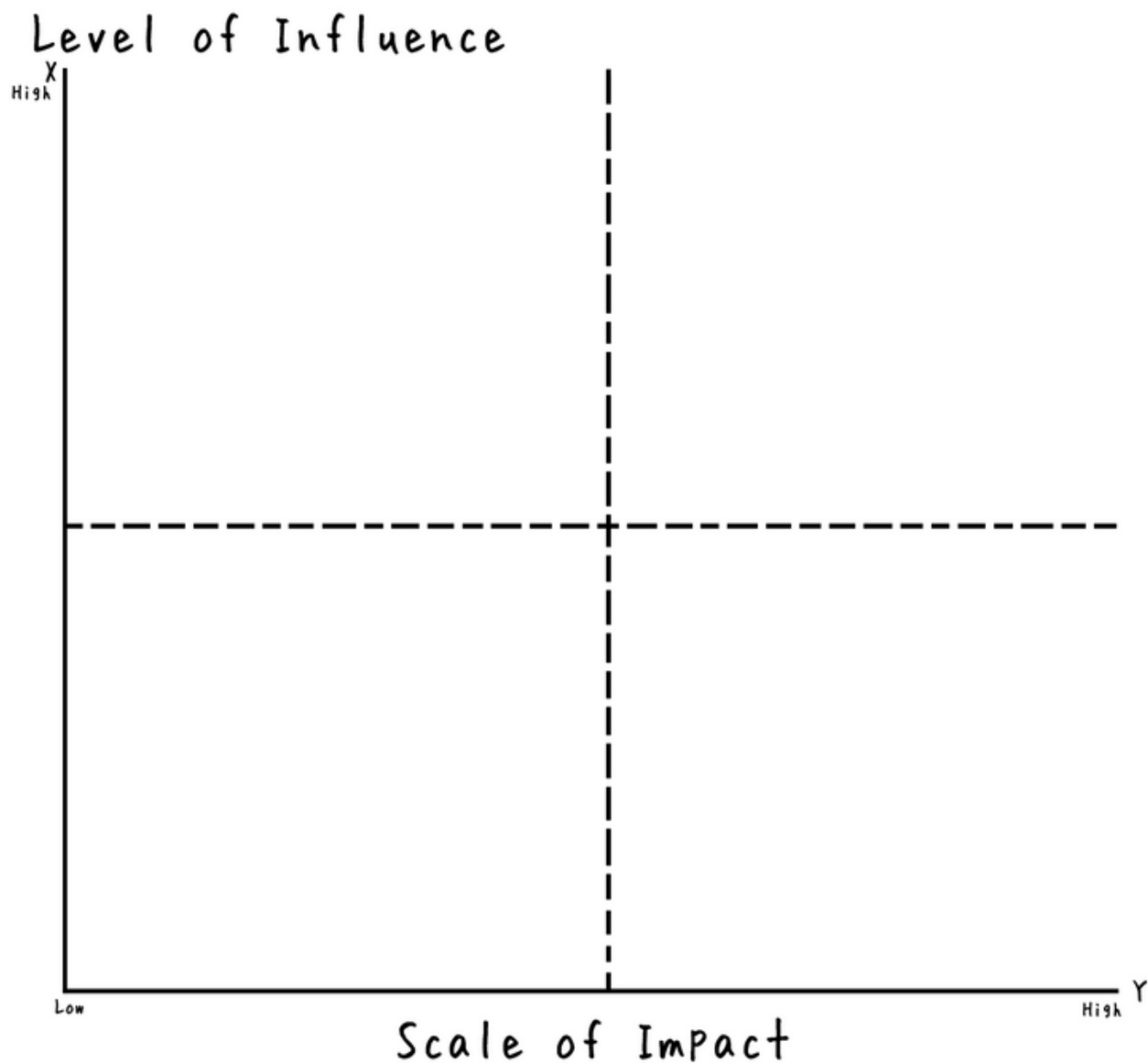
6. How realistic are the timeframes?





Chapter Five: Section Three - Stakeholder Heat Map

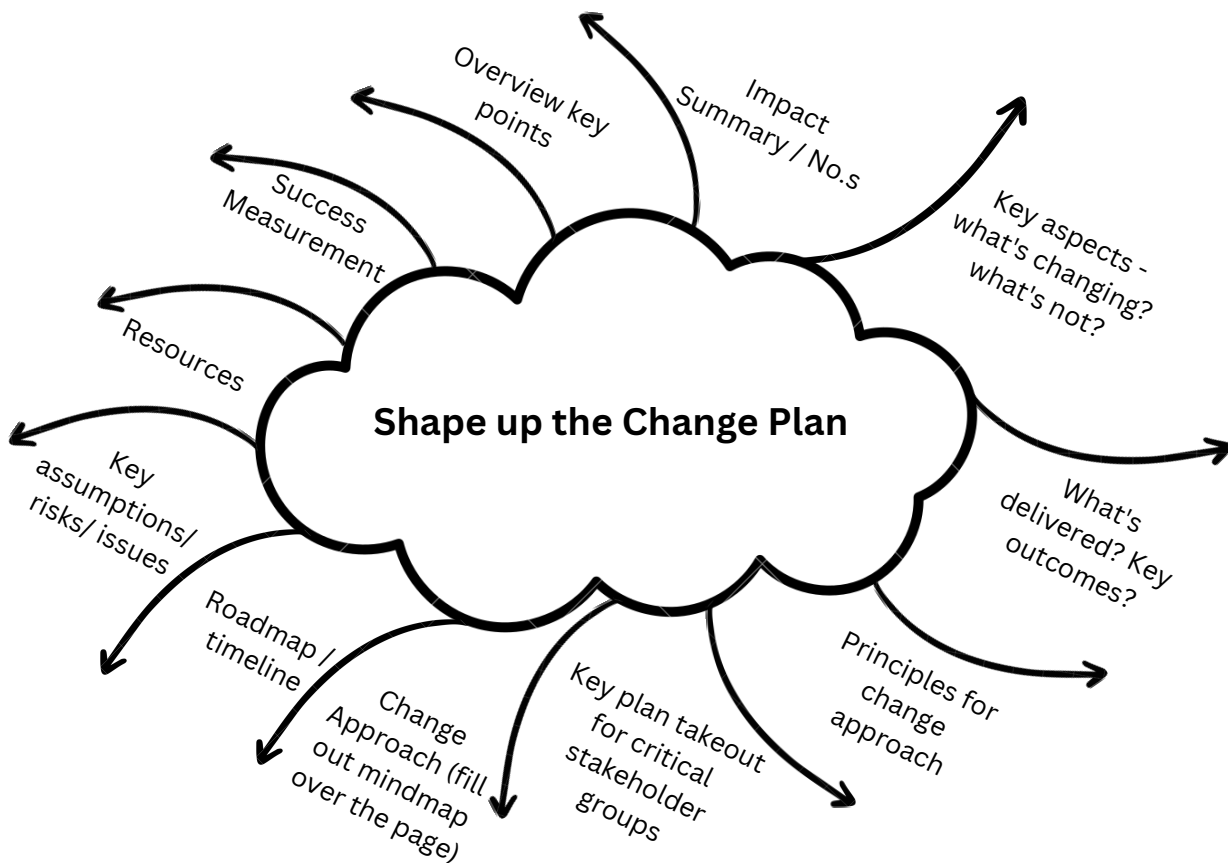
Based on the interviews and information you've gathered to date, rough out your stakeholder heat map below. Remember you can use different sized circles to show your largest and smallest groups and colour coding to show different group types explained in a key. Do a digital version of this once complete in either Powerpoint or Visio.





Chapter Five: Section Four - Shape Up Your Change Plan

Based on all the information gathered in this workbook so far it's now time so start shaping up your change plan. Fill out the mind map below.





Chapter Five: Section Five - Shape Up Your Change Plan Approach

Based on the information gathered in this workbook so far, shape up your change plan approach - the core of your Change Plan.

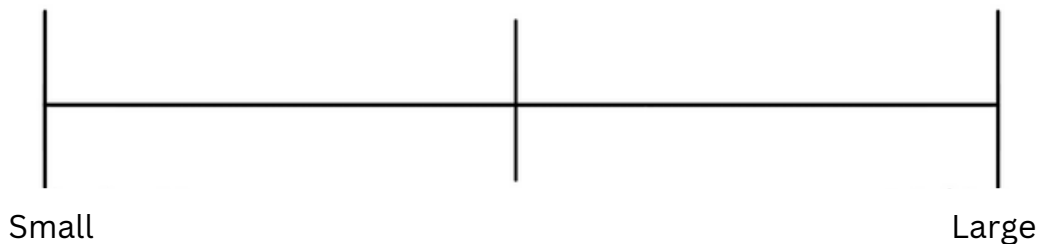
Chapter Five: Exercise One - Fill out the mindmap below to plan your change impact assessment workshop(s).



Chapter Six - Behavioural Change - High-Level Playbook



Chapter Six: Section One Scale of behavioural change - Use the scale below to size the behavioural change for your key change recipients group.



Does the behavioural change vary markedly for different stakeholder groups?

Is it actually the leaders who need to change their behaviours more than the change recipients?

Some priming questions to ask yourself about the behavioural change:

1. Is the behavioural change more about letting existing behaviours go than taking on new things?
2. Is the behavioural change more about the perception or the reality of the change?
3. If it's more about perceptions, how can you realign these perceptions?
4. What is the best intersection point to start moving the behaviours?
 - Change initiators - leadership advocacy?
 - Team Leaders and Line Managers?
 - Champions and Super Users?
 - External agents?
 - Something else?



Some priming questions to ask yourself about the behavioural change, continued:

5. How is culture influencing the scale of the behavioural change? What are the characteristics of the culture that will assist the behavioural change? What characteristics of the culture will hinder it?

6. What is the story of the change the organisation is telling itself right now?

7. Is this a helpful story for change buy-in and adoption or not?

8. If it's not a helpful story for the change, how can you intersect that story? Who will help you? What is the approach you'll take?



Some priming questions to ask yourself about the behavioural change, continued:

9. What else is happening in the organisation right now that reinforces the existing views on the behavioural change (either over or under inflating the scale of the change?)

10. What else is happening that helps you reinforce the need for the behavioural change?

11. How does the organisational strategy help reinforce or hinder the required behavioural change?

12. How are the executive leaders' messages/addresses reinforcing the need for the behavioural change. How are they undermining it and what can you do about it?



Chapter Six: Section Three - Shape up your behavioural change roadmap

Map out your behavioural change interventions against the timeline below.

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11

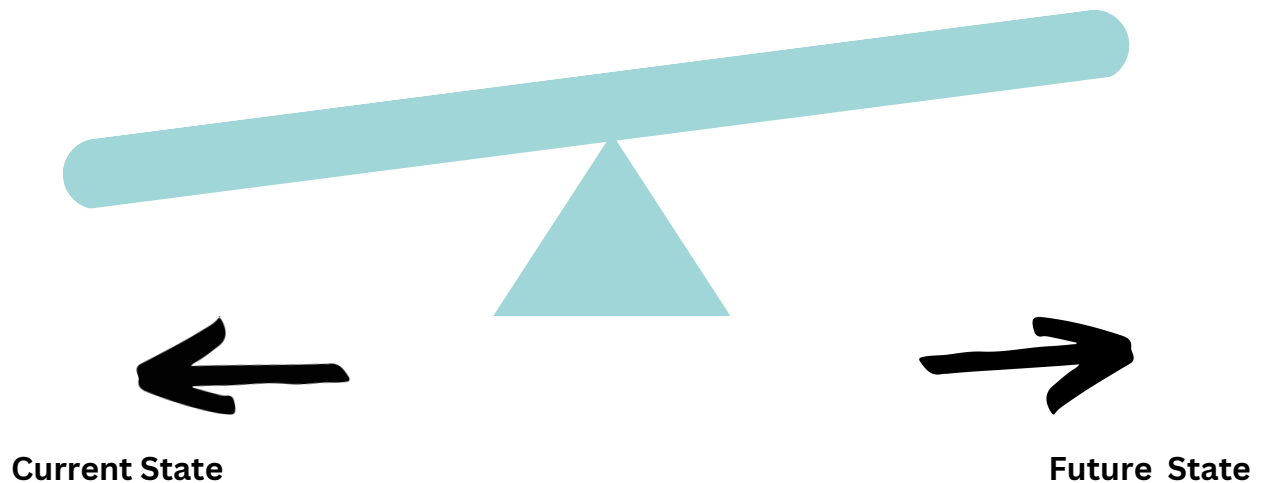
Intervention ideas to get you started:

- Leader addresses
- Townhall Events
- Brown Bag Sessions and Road Shows
- Scenario Role Play Learning
- Good News articles on those embracing the change
- Team Events
- Amendments to performance management
- Amendments to role descriptions
- Amended KPIs
- Adoption incentives
- Role secondments into project
- Union engagement activities
- Demo walk-throughs
- Video launches
- Customer give-aways etc.

Chapter Seven - Heading Roadblocks off at the Pass



Chapter Seven: Section One - Creative Struggle Dianostic



Where are your change recipients on the creative struggle see-saw? Draw an x on the see-saw above at the appropriate points. Do you have different stakeholder groups in very different positions?

2. What is pulling them back to the current state? How can you mitigate this?

3. What is drawing them towards the future state? How can you reinforce this?



Chapter Seven: Section Two - Voice of the Change

Use the columns below to capture the 'voice of the change' and mitigations.

Voice of the Change Says...

Mitigations are...



Chapter Seven: Section Two - Voice of the Change, continued

Voice of the Change Says...

Mitigations are...



Chapter Seven: Section Three - Building Advocacy to manage your change reaction

Who are my best influencers and how will I use them?

When do I have to have this done by?

What are the best interventions I can use?

When and how will I know when things are shifting?

How will momentum be kept going?

How many interventions do I need and at what intervals?

Chapter Eight- Reframes and Resets



Chapter Eight: Exercise One - Shape up your template to get ugly early

What's the best salutation for your audience?

What's the news you need to communicate?

What does that news mean for your audience?

How will the project manage what the audience will be most worried about?

What's something good that can come out of this?

What's the date for the next communication update?

What person or function will handle follow-up enquiries?



Chapter Eight: Exercise One - Shape up your template to get ugly early, continued

How about a roll back communication for your back pocket (in case the change has to be reversed out for any reason).

What's the best salutation for your audience?

What's the news you need to communicate?

What does that news mean for your audience?

How will the project manage what the audience will be most worried about?

What's something good that can come out of this?

What's the date for the next communication update?

What person or function will handle follow-up enquiries?



Chapter Eight: Exercise Two - Enquiry questions to lead out challenging conversations.

Got a change challenge on your project? Shape up some enquiry questions below to broach the more challenging conversations you need to have to bring attention to the issue.

I wonder what would happen if we...?

Are we sure that...?

What could we be missing about...?

How could it look if...?

My allies to deal with the hard stuff are...

Chapter Nine- Change Readiness and Success Measurement



Chapter Nine: Exercise One - Shape up your survey approach.

1. How many surveys are we doing - baseline, pre-go live and post go live success measurement?

2. What timing and spacing?

3. Who are we surveying and how do we know this is the right audience? (Must be groups who will go through the change movement from the current to future state.)

4. How many are we surveying?

5. What technology are we using to survey? Are we supplementing with focus groups?



Chapter Nine: Exercise Two - Shape up your baseline survey questions.

1.

2.

3.

4.

5.

6.

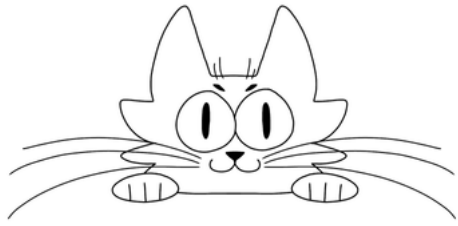


Chapter Nine: Exercise Two- Shape up your survey questions.

What are my baseline survey free text questions?

Question One:

Question Two:



Chapter Nine: Exercise Two - Shape up your pre-go live survey questions.

1.

2.

3.

4.

5.

6.



Chapter Nine: Exercise Two- Shape up your survey questions.

What are my pre-go live survey free text questions?

Question One:

Question Two:



Chapter Nine: Exercise Two - Shape up your success measurement survey questions.

1.

2.

3.

4.

5.

6.



Chapter Nine: Exercise Two- Shape up your survey questions.

What are my success measurement survey free text questions?

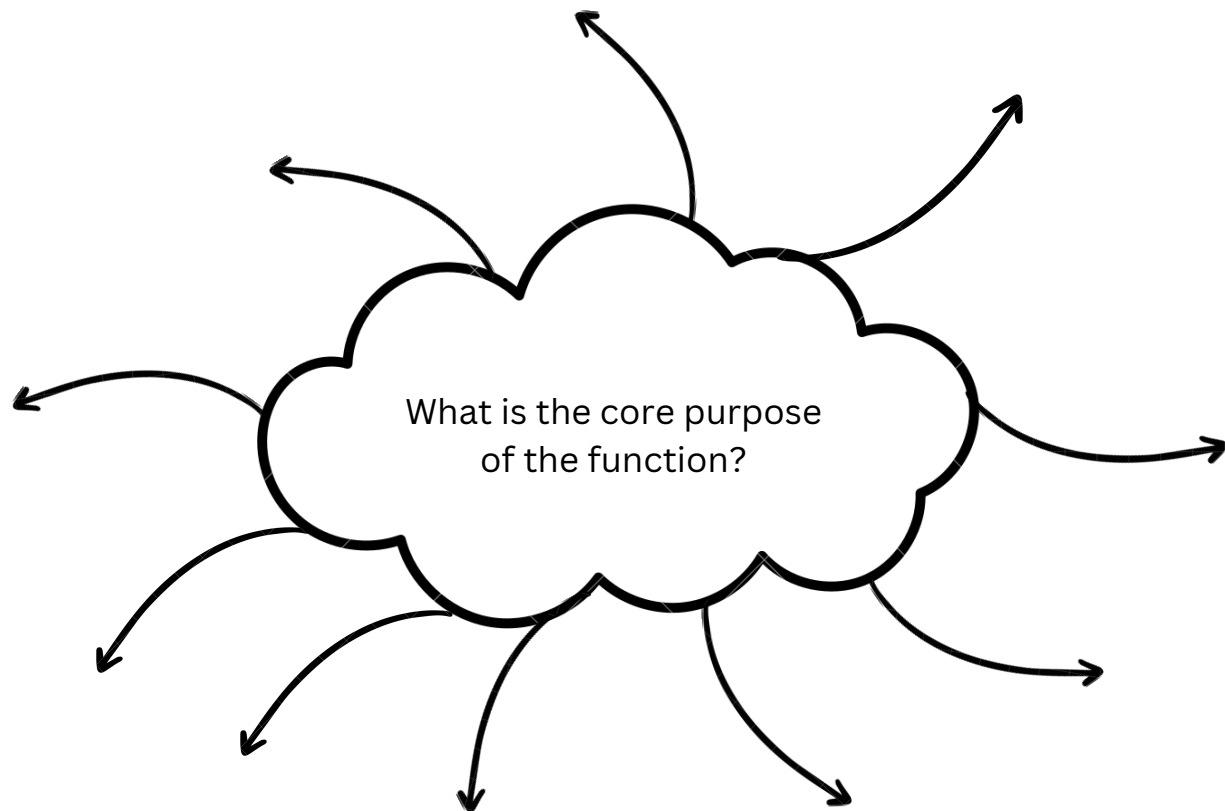
Question One:

Question Two:

Chapter Ten - Enable Business Hand Over



Chapter Ten: Exercise One - Mindmap the purpose of the organisation or department/function you are transitioning the business ownership to.





Chapter Ten: Exercise Two - Brainstorm your business ownership for widgets.

What are we handing over? What are the widgets? e.g. learning collateral, induction materials, helpdesk scripts.

Names in the frame - who cares most about this widget being maintained ongoing?



Chapter Ten: Exercise Three - Brainstorm your business ownership for outcomes.

What are we handing over? Transfer your outcome statements from the Outcomes Onion exercise.

Names in the frame - who cares most about this outcome being achieved the most?



Chapter Ten: Exercise Four - Brainstorm your script to seek ownership here:

1. What are you seeking ownership of and from when?

- 2 Why are you seeking this ownership from this person/function?

- 3 What will they have to do if they take on this ownership? Quantify this in terms of time/cost/capability. Also helps to mention who's on board who has influence to support and endorse this transition - the more senior and respected that better.

- 4 What will the person/function get out of taking on the ownership? Quantify this in terms of effectiveness/timeliness/other advantage. Monetary gain if any should be covered here.

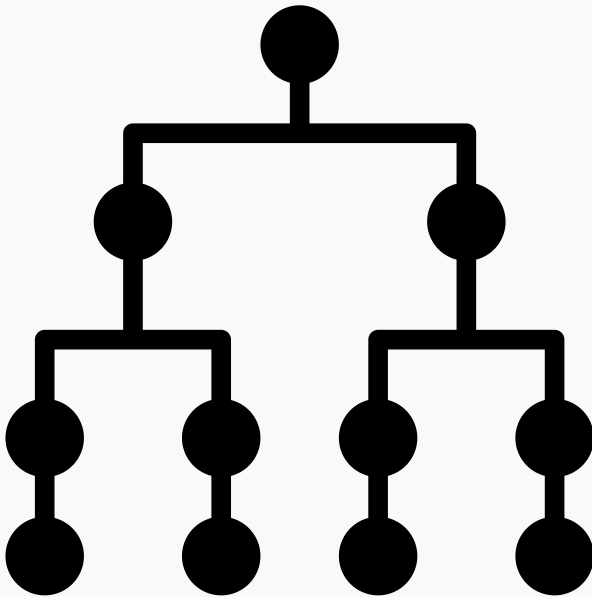
5. How will the project support this person/function through the transition and for how long?

6. Next steps in the transition process.

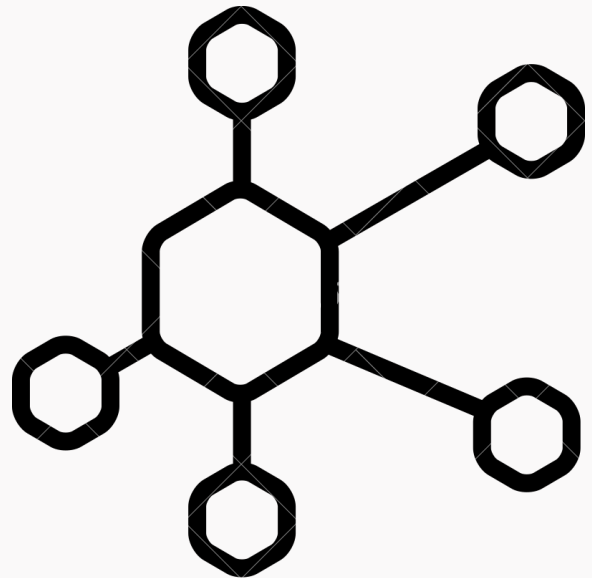


Chapter Ten: Exercise Five - Examine the organisational models below.

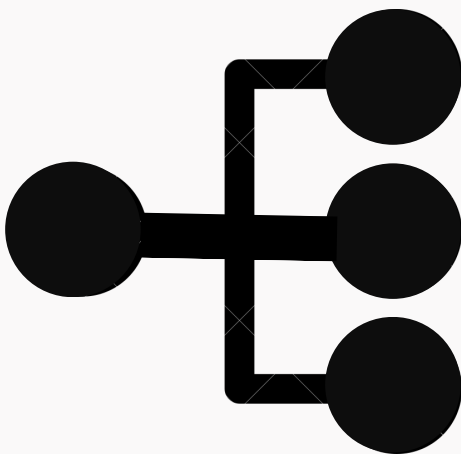
1. Functional Vertical Alignment



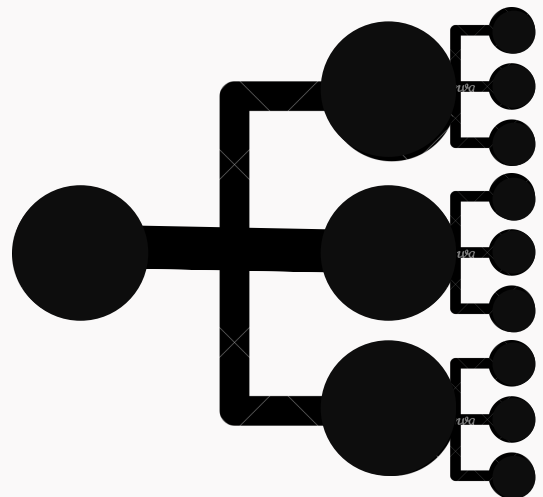
2. Functional, decentralised alignment



3. Lateral line of business centralised



4. Lateral line of business decentralised



Put a tick by the model best represents the organisation you're working in right now.



Chapter Ten: Exercise Four - Draw a schematic of the organisational structure.

A large, empty, rounded rectangular box intended for drawing a schematic of the organisational structure.

Is the model moving more towards functional or line of business?
Or is it a mix of the two? Why is it moving this way do you think?

A horizontal rounded rectangular box for writing an answer to the first question.

Is the model moving more towards centralised or decentralised?
Or is it hybrid? Why is it moving this way do you think?

A horizontal rounded rectangular box for writing an answer to the second question.



Chapter Ten: Exercise Four - Take your organisational structure from the previous page and plot in on the diagram where the ongoing business owners fit for both widgets and outcomes. Why have you selected these owners?

Conclusion



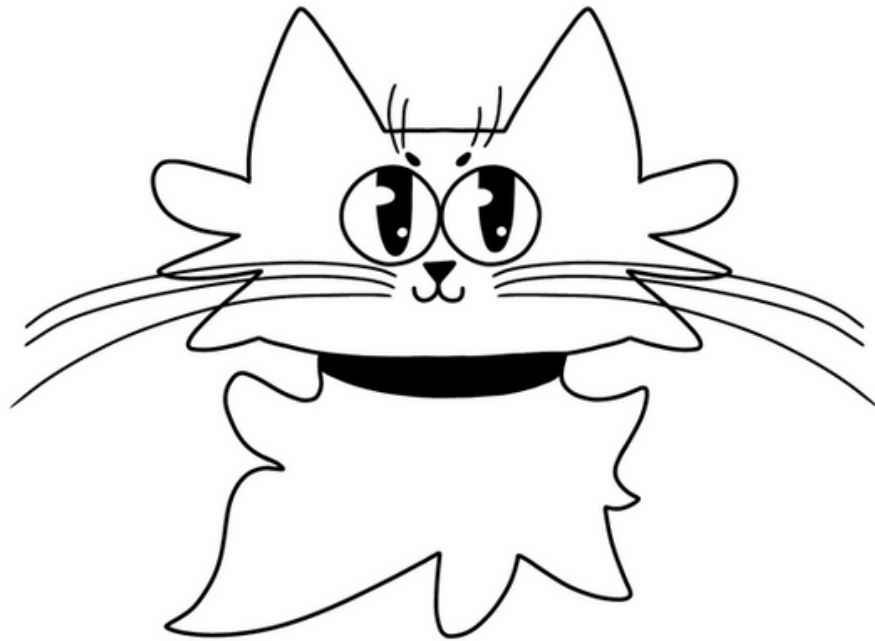
That's the end of this workbook.

You can print out as many copies as you like for future projects.

If you got something from this content, please consider leaving a five-star review on Amazon for 'Change Management that Sticks'. It really helps get the word out and would be much appreciated!

If you'd like to tell the author about your experience using 'Change Management that Sticks' you can check out more about Barb and her change management consultancy work and interact at barbgrant.com or on [LinkedIn](#).

Change Cat knew...



you got this!!!