

TEAM-BASED CHANGE MANAGEMENT TOOL

Get Results

The Team-Based Change Management (TBCM) tool is based on a decade of experience helping our clients achieve success through team-based management practices. We have used successfully the TBCM tool with our clients who face the challenge of working in a **virtual team** environment. Ask us about the impressive results.

You are welcome to use the Team-Based Change-Management Tool free of charge to achieve results in your organization. Feel free to contact us to support your success with successfully achieving your team-based change initiatives.

Benefits

- Easy to understand model, easy to use checklist.
- Improve results through using the tool to plan, implement and sustain changes through team-based management.
- Pick and choose tactics from the checklists that best meets the time constraints and culture of your organization.
- Customize the tool based on your purpose and extent of your change initiative.
- Clearly defined Stages, Deliverables, Responsibilities, and Closure Criteria.

Remember:

- Initiate change initiatives only when they support the achievement of your business objectives in a way that is consistent with your company's Values.
- Develop a concurrent communication plan to support the change initiative.
- Change is no longer change, it is everyday occurrence.

GUIDELINES FOR USING

THE TEAM-BASED CHANGE MANAGEMENT TOOL

The successful achievement of any change initiative requires a series of implementation steps. This document describes each of the five stages of the Team-Based Change Management tool that serves as your roadmap for change.

- I. Charter the Team: Define the Change and Build Commitment
- II. Develop a Change Plan
- III. Test Pilot
- IV. Implement
- V. Sustain

Included in the document are checklists for use with each stage. The checklists capture many viable strategies for positively influencing change. **Scan** each list and **check** items to build into your plan depending on the type and scope of your change initiative, e.g. upsizing, downsizing, manufacturing process improvement, or a single departmental change, etc. **Prioritize** the items you have checked and gather the appropriate people together to tailor your strategies.

STAGE I: CHARTER
DEFINE THE CHANGE AND BUILD COMMITMENT

Deliverable: A Launch Document that charters the team-based change initiative.

Responsibility: The Change Council (typically made up of senior managers and senior key stakeholders)

The **objective** of this stage is to clearly define the value of the change initiative. Using the attached checklist of questions, the Change Council meets for a lively discussion about the value of a change and its potential impact on the achievement of the company's business goals. The Change Council applies the following steps that lead them to a conclusion of either chartering or rejecting a change initiative.

- A. Discuss and Analyze:
Senior managers meet to discuss the following key areas as appropriate to the change at hand.
1. Purpose: Why Change? Link to business goals and other change initiatives.
 2. Formulate a Picture: Visualize end result.
 3. Identify Key Stakeholders affected by the change.
 4. Identify Current Situation.
 5. Conduct a Gap Analysis and Impact Analysis.
 6. Assess Commitment Levels.
- B. Decide:
At the end of the discussion, the senior managers decide to charter or reject the proposed change. Assuming there is consensus to charter a change, then the discussion continues.
7. Define metrics and rewards.
 8. Determine whether other initiatives should be eliminated.
 9. Identify a champion and person(s) who would be responsible for designing and implementing the change.
- C. Formalize:
10. Prepare a Launch Document. A launch document is created summarizing the answers to the checklist questions. The launch document contains signatures of at the Change Council members demonstrating universal commitment to the change.

Closure Criteria:

Change initiative accepted or rejected by the Change Council.
The Change Council reviews and approves the launch document.

CHANGE MANAGEMENT

Sample Checklist

STAGE I: Define the Change and Build Commitment

1. Purpose: Why Change?

- What is happening that creates the felt need for change?
- What is the problem or opportunity this change seeks to address?
- Why is this change important?
- How will the change support the achievement of your business goals?
- How would it be linked to other change initiatives?
- What values are espoused or visible in this change?
- What is the historical perspective that gives the change its impact?

2. Formulate a Picture: Visualize the end result:

- What would a clear, compelling picture of the end state look like, sound like, feel like?
- What will happen if this change occurs?
- What won't happen if this change occurs?
- What slogan or logo would communicate the essence of the change?

3. Identify Key Stakeholders:

- Who are the key stakeholders involved in this change? Individuals, groups, customers?
- How will the change impact our customers?
- Who will lead and sponsor the change initiative?
- Who should be involved in the change initiative?

4. Identify the Current Situation:

- What is the current situation?
- What exists now that would support the change initiative?
- What exists now that would hinder the change initiative?

5. Preliminary Impact Analysis and Gap Analysis:

- Expected ROI
- Resources/technology required
- Formal structure
- Upstream, downstream, collateral areas
- Products and services

6. Assess Commitment

- ❑ To what degree do the various groups of employees and customers understand and accept the need/opportunity?
- ❑ What is their level of readiness to change? Do they feel a sense of urgency? If not, how to create it?
- ❑ To what degree is it important that these groups of employees and customers accept the need for the change?
- ❑ Have the key stakeholders been consulted about the impact of the change?
- ❑ What people-related implications must be worked into the implementation strategy? E.g. resistance to change, control of the on-going business, control of the transition process, adherence to values.

7. Define Metrics and Rewards: How will we know we have achieved the end result?

- ❑ What are our measurements? Rewards?
 - short term/ long term
 - individuals/group/company
- ❑ How are these metrics tied to your business goals?

8. Determine if other initiatives should be eliminated.

9. Identify criteria and select champion and person(s) who would be responsible for designing and implementing the change.

10. Prepare a Launch Document containing the answers to the above questions, and containing signatures of each Change Council member.

STAGE II: PLAN
Develop A Change Plan

Deliverable: 1. Establish a Change Planning Team
 2. Develop a Change Plan Document

Responsibility: Change Planning Team (CPT). It is assumed that a cross-functional team or a departmental manager and his/her group would be responsible for implementing the change. For the purposes of this document, the responsible cross-functional team or department would be called the Change Planning Team (CPT). The Change Plan Document would be created by the CPT.

The **objective** of this stage is to create a change plan that would support the successful implementation of the change initiative, positively impacting your business goals.

A. Kick-Off:

The Change Council communicates the CPT member selection to the individual members and their respective managers. The Change Council meets with the CPT to explain the charter and expectations of the CPT. This meeting allows time for questions and answers CPT members become clear about the scope and importance of their work. Approximate length of the Kick-Off meeting is one hour.

B. Establish CPT Operating Guidelines:

The CPT's first business item is to make agreements about the team's operating guidelines that will enable them to effectively and efficiently work together to meet the deliverable of developing a change plan.

C. Develop Change Plan:

The CPT is responsible for the timely delivery of the change plan. They develop a detailed project schedule with specific milestones and personnel assignments.

Closure Criteria:

- Establishment of a Change Planning Team (CPT)
- Development of a Change Plan document
- Update meeting with the Change Council with approval to continue
- Review of lessons learned
- Review of CPT operating guidelines/team functioning

CHANGE MANAGEMENT

Sample Checklist

STAGE II: Develop a Change Plan

A. Kick-off:

- ❑ Change Council member(s) meet (approximately one hour) with members of the CPT to review the launch document and the expectations/deliverables of the CPT.

B. Establish CPT Operating Guidelines:

The CPT meets (approximately 3 hours) to establish guidelines and procedures for working together.

- ❑ Discuss realistic priority and time rankings.
- ❑ Share expectations about working on the team.
- ❑ Clarify goals/deliverables.
- ❑ How will we make decisions?
- ❑ What will be our basic method of work e.g. individual work submitted to the group, work in sub-committees, etc.?
- ❑ How often do we need to meet?
- ❑ How will we resolve differences?
- ❑ What are our individual and group responsibilities?
- ❑ What internal and external resources do we need to be successful?
- ❑ How will we insure completion of our work?
- ❑ Select team leader.
- ❑ Prepare an Action Summary for this meeting and all subsequent meetings that would include: decision, who is to do what by when, date to report progress.

Develop Change Plan:

During subsequent meetings per the Launch Document, the CPT would develop the Change Plan Document which would include various components such as:

- ❑ Define change objectives--immediate, interim, and long-term.
- ❑ Develop schedule of outcomes and activities. How soon, how quickly, and in what order (in relation to other changes) does the change need to occur?
- ❑ Clearly assign roles and responsibilities to the activities.
- ❑ Create budgets and identify resources required to implement the change.
- ❑ What direct and indirect costs are associated with this change?
- ❑ Identify the likely impacts on different stakeholders if the change is implemented well.
- ❑ Identify key players, allies, non-supporters, and the critical mass whose support is required for the plan to be achieved.
- ❑ Develop plan and strategies for getting the key players on board, gaining commitment.
- ❑ Develop technical documentation.
- ❑ Identify skills and knowledge required to implement successfully the change.
- ❑ Determine who needs to be trained on what. Create game plan for the training to take place, e.g. a formal training in the new procedure. How to insure qualification/proficiency?
- ❑ Develop a plan for pilot testing the change (Stage 3.)
- ❑ Develop a plan for handing off the change plan to the organization.
- ❑ Establish evaluation criteria and methods.
- ❑ Analyze and mitigate factors that could cause the change to fail.
- ❑ Create a plan for institutionalizing the change, Stage 5 "Check and Sustain".

Contact us to about the remaining stages and how to achieve results in your organization.