A Useful Guide to
Effective Change

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A Useful Guide to
Effective Change
(the Effective Change Checklist)

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Introduction

This checklist has been designed to help anyone about to embark on a change programme.

In this model change is seen in 7 phases:

Conception
Story Telling & Defining Success for the Decision Makers
Making the Decision to Invest in Planning
Planning (which may include running a pilot),
Making the Decision to Go Ahead with the Change
Implementation
Closing the Change Programme and moving to Business As Usual.

These phases are interdependent and may run both in parallel and series. The questions in the checklist are designed to help you cover all the aspects of conceiving and implementing a change programme and come from the practical experience of people who have been involved in change programmes. Not all questions will necessarily be appropriate for your situation. Questions have been phrased to help you avoid making dangerous assumptions. To maximise the chances of getting the change programme to happen and making it effective any item, which you score "No", needs to be worked on until you can confidently score it "Yes". Some questions have a note against them. The notes are at the end of this document.

The checklist is designed to be a live document. If you keep it up to date you can see which areas need attention (look for the "N"s and also what's being done about them and by whom (look in the Action Box).

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Instructions

1. Note: you cannot change the data in any shaded box. If the box is white, it contains a field (drop down menu or text field for you to use). Pressing the F1 key on any field will give you some help.

2. Use the TAB key to move down through the fields or the SHIFT & TAB keys together to move up through the fields.

3. Look at each question and answer Yes or No honestly! If there is any doubt in your mind answer No.

4. If you have answered No enter the actions required to turn the answer into Yes in the Actions column.

5. When you set yourself a new Action select No in the Done column.

6. Only select Yes in the Done column when all the actions have been successfully completed.

7. The number in the Notes column indicates the number of an appropriate note in the Notes section at the end of the document.

7. Save the file when you have answered all the questions.

8. Refer to the checklist regularly to ensure you are focused on the important questions.

9. Use the checklist to provide the agenda and structure for your Change Team meetings.

10. If you have any queries on using the Effective Change Checklist or would like help with your Change Programme please email ian@pansophix.com or call 0845 260 2820.

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Conception

	Item	Note	Y/N	Action	Done
1	Have you listed all the reasons why the current "state of affairs" is no longer acceptable?	34	No	Type action required here.	No
2	Have you defined the criteria you are using to determine that the change is required?	1	No	Type action required here.	No
3	Have you defined what the consequences will be if the change is not implemented?	35	No	Type action required here.	No
4	Have you listed all the benefits of making the change?	36	No	Type action required here.	No
5	Have you examined the current culture creators (pay plans, reward & recognition schemes, management style, job descriptions, promotion histories, competition, market, etc) to understand how the existing situation has arisen?	37	No	Type action required here.	No
6	Have you defined the priority of this change programme compared with other change initiatives that are already planned or taking place?	62	No	Type action required here.	No
7	What needs to be stopped to allow this change programme to be able to take place?	62	No	Type action required here.	No

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Story Telling and Defining Success for the Decision Makers & Influencers

	Item	Note	Y/N	Action	Done
	Preparation				
8	Have you prepared the story, which explains: 1. How the current "state of affairs" has arisen 2. Why the current "state of affairs" is no longer acceptable 3. What the consequences will be if the change isn't made 4. What the benefits will be? 5. What the situation will be after the change has been successfully implemented? 6. Have a clear answer to the question "What's the point of all this?"	59	No	Type action required here.	No
9	Have you got accurate data to support your story?	38	No	Type action required here.	No
10	Have you created a plan to get the data you need to support your story?		No	Type action required here.	No
11	Have you talked through the politics of your organisation?	39	No	Type action required here.	No
12	Are you preparing, in advance, the people who will be making decisions about the business case?		No	Type action required here.	No
13	Have you created a fit for purpose business case?		No	Type action required here.	No
14	Do you have a complete list of the people who need to understand and support the need for the change?		No	Type action required here.	No

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	Item	Note	Y/N	Action	Done
15	Have you designed a method for checking the understanding of your story?	40	No	Type action required here.	No
16	Have you listed any potential saboteurs?		No	Type action required here.	No
17	Have you created a "sales plan" to follow which will mean you sell the change to all the people you identified in 14?		No	Type action required here.	No
18	Have you created a "saboteur plan" to follow which will mean you minimise the likely disruption / barriers the people you identified in 16 will create?		No	Type action required here.	No
19	Have you designed all the hard metrics you will need in the post change environment?	41	No	Type action required here.	No
20	Have you figured out how to measure these metrics?	41	No	Type action required here.	No
21	Can you benchmark these hard metrics before the change takes place?	41	No	Type action required here.	No
22	Have you designed all the soft metrics you will need in the post change environment?	41	No	Type action required here.	No
23	Have you figured out how to measure these metrics?	41	No	Type action required here.	No
24	Can you benchmark these soft metrics before the change takes place?	41	No	Type action required here.	No
25	Have you now got all the data you need to support your story?		No	Type action required here.	No

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	Item	Note	Y/N	Action	Done
	Action				
26	Are you involving key decision makers/influencers from Day One?		No	Type action required here.	No
27	Are you telling your story to right audience (All those people who will affected by the change)?	42	No	Type action required here.	No
28	Have you defined what actions you want these key decision makers/influencers to take?	43	No	Type action required here.	No
29	Have these key decision makers/influencers told you they agree with your analysis of the consequences?	32	No	Type action required here.	No
30	Have these key decision makers/influencers told you they agree with your list of benefits?	32	No	Type action required here.	No
31	Have these key decision makers/influencers told you they agree with the need for change and will support a change initiative?	32	No	Type action required here.	No
32	Are you selling your business case high and wide to generate as much support as possible?		No	Type action required here.	No
33	If you can't get senior management support and commitment **STOP!** Do not progress further down this checklist until you have commitment and support from ALL relevant key decision makers/influencers.	32			Type action required here.	No

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Making the Decision to Invest in Planning

	Item	Note	Y/N	Action	Done
34	Are you checking people's understanding of the story and the need to change?	40	No	Type action required here.	No
35	Are people telling you why the change is needed? (The best way of checking your story has been understood).		No	Type action required here.	No
36	Have you explored several options of how you might go about making the change?	44	No	Type action required here.	No
37	Have you documented and communicated why your preferred option was chosen and why the others were rejected?	45	No	Type action required here.	No
38	Have you listed the levers, with their owners, required to make the changes? Are all these owners on board?		No	Type action required here.	No
39	Do you have enough support from the key decision makers/influencers to make it worthwhile investing in the Planning phase?	32	No	Type action required here.	No

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Planning (which may include running a pilot)

	Item	Note	Y/N	Action	Done
Planning/Change Team					
40	Be careful whom you use to do the planning.	3	No	Type action required here.	No
41	Are you intending to create a change team?		No	Type action required here.	No
42	Will people on the change team be full time or seconded to the team?	46	No	Type action required here.	No
43	Will the people on the change team be affected positively by the change?	46	No	Type action required here.	No
44	Is anyone in the change team likely to move on during the Change Program? Do you need to plan for this?		No	Type action required here.	No
45	Have you planned the wind down of the change team when their role is complete?	46	No	Type action required here.	No
Communicating					
46	Are you controlling the communications to ensure consistency?	47	No	Type action required here.	No
47	Have you found a way of making sure the key decision makers/influencers involved are all telling the same story and giving clear, consistent and honest messages?	47	No	Type action required here.	No
48	Have you found a way of checking what the people, who will be affected by the change, are hearing?	28	No	Type action required here.	No

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	Item	Note	Y/N	Action	Done
49	Are the key decision makers/influencers telling you about the actions they are taking?	48	No	Type action required here.	No
Pilot					
50	If you want to run a pilot make sure it is big enough to represent the full population who will be affected by the change.	4	No	Type action required here.	No
51	Have you planned time to review the pilot?	5	No	Type action required here.	No
52	Do you have a process for taking the learning gained in the Pilot and using it to influence the implementation design?	49	No	Type action required here.	No
Learning					
53	Are you using the learning from other recently implemented change programmes in your organisation?	30	No	Type action required here.	No
54	Have you designed a process for capturing and using learning as implementation begins?	9	No	Type action required here.	No
Systems & Process					
55	Is your Management Information System fit for purpose? If not fix it now.	50	No	Type action required here.	No
56	Have you designed the new culture creators (pay plans, reward & recognition schemes, job descriptions, promotion criteria, competition, market, organisation structures etc) to enable the change you require?	37	No	Type action required here.	No

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	Item	Note	Y/N	Action	Done
	Resources				
57	Are you forecasting the resource requirements?	14	No	Type action required here.	No
	Staff				
58	Are you formally engaging the people who will be affected by the change?	29	No	Type action required here.	No
59	Do you have an up to date skills audit?	33	No	Type action required here.	No
60	Do you need to run Assessment Centres to determine skill levels?	51	No	Type action required here.	No
61	Do you have a comprehensive training plan?	12	No	Type action required here.	No
62	Are you allowing for the "transition curve" effect?	13	No	Type action required here.	No
63	Do you need a recruitment plan?		No	Type action required here.	No
64	Do you need to run Selection Centres to support your recruitment process?	58	No	Type action required here.	No
65	Have you defined the behaviours you want people to role model to each other?	52	No	Type action required here.	No
66	Have you defined the values you want people to have and work to?	52	No	Type action required here.	No
67	Do you need a process to relocate people who will lose their jobs as a result of your change programme?	17	No	Type action required here.	No
68	Do you need to produce job descriptions/role definitions? (Either for existing or new roles).	60	No	Type action required here.	No

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	Item	Note	Y/N	Action	Done
Structure					
69	Have you defined the organisation structure you will require after the change?		No	Type action required here.	No
70	Do you have a comprehensive plan for changing from the current structure to the new structure?		No	Type action required here.	No
71	Are you speaking to everyone who will be affected by the new structure?		No	Type action required here.	No
Success					
72	Have you planned for things to get worse before they get better?	6	No	Type action required here.	No
73	Have you defined how you will know if the change has been successfully implemented? (Financials, structure, systems etc)	52	No	Type action required here.	No
74	Have you planned when to measure the hard & soft metrics post change to establish what you have achieved?	41	No	Type action required here.	No
Other Change Programs					
75	Have you listed all the other change interventions that will be taking place at the same time as yours?	53	No	Type action required here.	No
76	Are you planning how to respond to the impact of other change programmes?	15	No	Type action required here.	No

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	Item	Note	Y/N	Action	Done
77	Are you clear about the impact your change programme could have on these other programmes and have you advised the people who are involved?		No	Type action required here.	No
78	Are you confident that, if you take these other change programmes into account, the organisation can cope with the total amount of change?	54	No	Type action required here.	No
79	If another change programme needs to be stopped or put on the "back burner" to give people capacity to implement this change programme have you defined and communicated the consequences of this?	62	No	Type action required here.	No
Change Agents					
80	Have you found an owner who will be responsible for making the change happen?	7	No	Type action required here.	No
81	Have you made sure the owner has the appropriate levers to make the change happen?	8	No	Type action required here.	No
82	Have you recognised that your line managers are the key change agents (especially your first line managers) and need to be involved as soon as appropriate?	55	No	Type action required here.	No
83	Do your managers have the skills required to make the change happen and be effective change agents?	61	No	Type action required here.	No

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	Item	Note	Y/N	Action	Done
	Suppliers, Customers & Colleagues				
84	Are you managing the expectations of your suppliers who will be impacted by the change?	10	No	Type action required here.	No
85	Are you managing the expectations of your colleagues who will be impacted by the change?	10	No	Type action required here.	No
86	Are you managing the expectations of your customers who will be impacted by the change?	10	No	Type action required here.	No
	Stop, Check & Balance				
87	Are you confident you have chosen the best option in terms of how you are going to go about making the change?	44	No	Type action required here.	No
88	BEWARE of losing the purpose of the change.	31	No	Type action required here.	No
89	Beware of momentum and/or lack of patience, which would lead to implementation starting before it is appropriate.	16	No	Type action required here.	No
90	Are you sure you are clear about the most effective way of making the changes you require?		No	Type action required here.	No
91	Have you looked at what you are trying to achieve? Is it realistic?	54	No	Type action required here.	No

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Making the Decision to Go Ahead With the Change

	Item	Note	Y/N	Action	Done
92	Now you've got to this stage is it still appropriate to go ahead with the change?	21	No	Type action required here.	No
93	Do the people who make the decision about whether or not to implement the change fully understand the implications and are they on board?		No	Type action required here.	No
94	Have you dealt with, or can you deal with, any potential showstoppers?		No	Type action required here.	No
95	Are the people who will lead the change prepared to role model the appropriate behaviours and work to the defined values?	52 & 55	No	Type action required here.	No

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Implementation

	Item	Note	Y/N	Action	Done
	Planning/Change Team				
96	Are the change team being robust?		No	Type action required here.	No
	Communicating				
97	Have you published the desired behaviours?	52	No	Type action required here.	No
98	Have you published the desired values?	52	No	Type action required here.	No
99	Have you communicated what behaviours will not acceptable and indicated what the consequences for behaviour mismatch will be?	52	No	Type action required here.	No
100	Are the key managers letting people know what's going on?	23	No	Type action required here.	No
101	Are you checking what people are hearing? What are they telling you they have heard?	28	No	Type action required here.	No
	Learning				
102	Are you making sure lessons learnt in the early stages of implementation are used in the later stages of implementation.	30	No	Type action required here.	No
	Systems & Process				
103	Are your systems updates/developments on time?	56	No	Type action required here.	No
	Resources				
104	Is your resource plan working?		No	Type action required here.	No

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	Item	Note	Y/N	Action	Done
	Staff				
105	Are you dealing effectively with mismatched behaviour?	52	No	Type action required here.	No
106	Are you recognising, and allowing for, how difficult it is for people to change?	22	No	Type action required here.	No
	Success				
107	Are you constantly monitoring what is going on?	20	No	Type action required here.	No
108	Are you continuing to be clear about the things you want to measure and track?	2	No	Type action required here.	No
	Other Change Programs				
109	Are you stopping anything that needs stopping?	21	No	Type action required here.	No
	Change Agents				
110	Are you giving the line managers sufficient support?	55	No	Type action required here.	No
111	Are all your key change agents OK?	26	No	Type action required here.	No
112	If a new management structure is required, get it in as quickly as possible with responsibility for a successful outcome.	7	No	Type action required here.	No
	Suppliers, Customers & Colleagues				
113	Are you keeping your customers well informed and managing their expectations?	57	No	Type action required here.	No
114	Are you keeping your colleagues well informed and managing their expectations?	57	No	Type action required here.	No

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	Item	Note	Y/N	Action	Done
115	Are you keeping your suppliers well informed and managing their expectations?	57	No	Type action required here.	No
	Stop, Check & Balance				
116	Are you following your plan?	19	No	Type action required here.	No
117	Are you checking that people are doing what they are agreeing to do?	18	No	Type action required here.	No
118	Are you making sure people have done what they say they have done?	18	No	Type action required here.	No
119	Are you sure you are aware of, and working with, the politics.	24	No	Type action required here.	No
120	Are you checking peoples' level of confidence in the project?	11	No	Type action required here.	No
121	Are you building effective teams?	27	No	Type action required here.	No

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Closing the Change Programme and moving to Business As Usual

	Item	Note	Y/N	Action	Done
122	Are you clear when, and how, you are going to close the change programme?	25	No	Type action required here.	No
123	Have you planned when, and how, to review the overall Change Programme?		No	Type action required here.	No
124	Have you developed a process for pulling the learning together and documenting it in some way so it can be used as a reference source for future change programmes?		No	Type action required here.	No

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Notes

1	If the situation / environment changes it may not be effective to implement the change as originally planned. If you can produce clear criteria at this stage you will be able to apply the criteria at the time of the "Go" decision. See Checklist Item 80.
2	It is vital that you continually track the important metrics and that you put effective systems in place to do this properly. Without this you will not be able to monitor the impact of your change programme to both help you understand whether or not you are on course and to illustrate the benefits to any sceptics.
3	It may be difficult to be an effective planner if the change means you lose/change your job and you react negatively to any uncertainty.
4	If the pilot is too small you run the danger of collecting data that won't represent what will happen when you go Big Bang and you may make some inappropriate decisions.
5	Pay attention to the learning gained in the pilot and, if appropriate, change your plans. Remember it's easy to build up a momentum that says, "Let's get on with implementation we've been planning for ages" and not use vital lessons from the pilot.
6	Recognise that as you begin to implement the change things are likely to get worse before they get better. Plan for this, communicate it, and manage people's expectations. It is unrealistic to expect improvements from day 1 yet many people will expect it. Set targets that reflect you anticipate things will get worse but make sure you also set improving targets with appropriate timescales.
7	The "buck" needs to stop somewhere! Too many changes programmes have been implemented without clear owners for successful change. The "buck" didn't even slow down, let alone stop, as people were able to explain why they weren't responsible.
8	If the owner doesn't have the levers, or co-operation from the lever owners, you are planning to fail.
9	This is vital if your change programme is big. Lessons learnt at the beginning of implementation can be useed to make later interventions run more effectively. If you don't have a process for capturing the learning you run the danger of not becoming more effective through implementation.

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10	Now is the time to start managing expectation (especially if you anticipate things will get worse before they get better). Be aware of the existing quality of relationships with suppliers/colleagues/customers and the potential impact the change may have. This may need to be managed.
11	Lack of confidence will mean lack of action when it comes to implementation. Keep communicating the story and keep selling. Check people are buying.
12	Think about people's training requirements and plan for everyone to get the appropriate training in the appropriate timescales.
13	Be aware of the "transition curve". People may start off with enthusiasm but this may rapidly become despair as the change is implemented. Plan how to deal with this. Don't ignore it and hope it will go away – it won't. (e.g. Line managers will need a lot of support in order to be able to support their people).
14	Forecast resource requirements in the planning phase and put a "resource plan" into action as soon as possible. Remember, headcount doesn't equal people. Make sure you have the people and not just the head count. Be careful planning the use of agency staff. They can take time to train up and then leave. Make sure people will have the appropriate working environment and tools to do their jobs.
15	Be aware of how other change programmes will impact both on the implementation and perception of your programme.
16	When conception and planning seem to be going on forever it can be tempting to start implementation too early and end up in trouble. Don't be like the manager I heard say "We've realised we're not very good at planning so we're just going to get on with it".
17	For some people changes can be very debilitating especially if they are in fear of losing their job. You can reduce the risk of having effective saboteurs if there is a process for supporting people whose role will disappear/change. Some organisations have their own bank of people. Make sure you have tapped into yours.
18	Beware the "tick in the box syndrome". People may have good intentions when they make agreements but may find it just too difficult to do when it comes to the point of "doing it". People may also say they have done things when they haven't especially if they are having difficulty coping with the change themselves.
19	The first priority seems to "stick to the plan" and only deviate from it for very good reason. If you do change plans make sure everybody who needs to know is aware of the changes and the reasons for the changes.

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20	Do this so you can quickly publish successes and deal with problems. At all times be open and honest.
21	Beware of not stopping things when they need to be stopped. Don't let momentum and the desire to be busy/active get in the way.
22	In the early stages of implementation people may panic, become less effective, and look for people to blame for "it getting worse". Be prepared. Keep telling the story. Support people. Talk about the plan recognising that it will get worse before it gets better. Talk about the timescales and when improvements are expected. Recognise that you may change as well during the change programme!
23	Don't get defensive. Be positive and realistic. If necessary, admit and accept responsibility. Keep people informed about what's going well AND what's not going well with your corrective actions.
24	Remember that politics in organisations will inevitably exist. Whether you approve or not is irrelevant. What matters is that you are aware of any change in the environment that may affect the politics. Keep your finger on the pulse so you don't get caught out.
25	When appropriate "close" the change programme to allow the new ways of working to become "business as usual" as quickly as possible. There will always be some people who will want to return to "the old way of working" because they see the changes as bad. Closing the change programme and talking about the "new world" rather than the "changing world" helps people to recognise that there is no way back and the change is for real.
26	Don't expect people who are losing out in some way because of the change to be effective change agents otherwise you may be designing saboteurs into your process.
27	It's worth taking time to build strong & effective teams during implementation. If appropriate invest in some relationship building, defining success and clarifying roles and required contribution.
28	People who are worried, or in denial, don't always tune into the actual message.
29	To understand their reactions and to involve them as much as possible. Focus groups, 1:1s, questionnaires, etc. can help people feel involved and consulted. These activities can also be used to reinforce the story.

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30	Learn from previous change interventions in the same part of the organisation. There may be a lot of cynicism as a result of previous attempts to change. Looking at previous changes processes may help you identify potential blockages, saboteurs, supporters and how to get critical mass.
31	Producing a business case will mean cost justification. Remember any valid cost savings are often the means to the end (why the change was necessary in the first place) but can easily become the end game while the initial intention becomes defocused.
32	Beware of accepting "reluctant" decisions. These people will not be active supporters, or worse, will be saboteurs.
33	You may need to do a Training Needs Analysis against the new skills/behaviours required after the change programme has been implemented and has become "business as usual".
34	It's easy to "feel" things are not right. However, if you want to communicate and explain what's wrong it's helpful to list what's needs changing. This list will need to become part of your "foghorn" message – something you continually repeat (ad nauseum!) to ensure the message is heard.
35	This is critical. Everyone needs to understand what will happen if the change isn't made. f people don't understand the consequences it will be difficult for them to see the relevance of, or support, the change.
36	Some people will need to be sold to. Don't fall into the trap of thinking that, because the need for change is obvious to you, everyone else will see the need too.
37	The existing "state of affairs" did not occur by accident. The culture, the way people behave etc. are often a result of specific organisation requirements and processes. Looking at the existing requirements and processes will help you understand how you have got what you have got. You will also be able to determine if the existing targets, job descriptions, play plans, bonus schemes etc. are supporting what you trying to achieve. Very often they don't e.g. requiring agents to deal with so many customers per hour while you are looking for increased customer loyalty and satisfaction or bonusing sales people on new revenue when the business issue is customer retention.
38	Don't let the cynics and saboteurs undermine you by demonstrating you don't have enough data to support your case for change. When change is required there are always people who will be against it. Be prepared.

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39	Whatever your personal preferences don't ignore the politics. Be aware of who wields "power" and who is a strong influencer. Whose "empire" plans, or status, may be impacted by the change?
40	It's easy to assume that if you have told somebody something they have both heard you and have taken on the meaning you intended. It's a dangerous assumption. Try to find a way of checking people's understanding of what's been communicated.
41	At some stage you will probably want to demonstrate, both to yourself and others, what has been achieved by the change. This means 2 things: 1. Be clear about what you want to measure, ensuring your metrics are appropriate and 2. Measure before and after the change so you can be clear about what you have achieved. Be sure to measure both "hard" (e.g. performance against targets, etc) and "soft" (e.g. how staff and customers are feeling). Your Management Information System should give you "hard" and a staff survey or "Culture Thermometer" will give you "soft".
42	It is easy to be mislead by an enthusiastic response to your story from people who are not involved or won't be seriously affected by the change. Make sure you talk to all the people who will be affected and remember they may not see the need for change in the same way you do. You may need to be robust doing this. Preparation of the story with the consequences of not changing and the benefits of changing are key.
43	Don't assume you have to make all the moves. Don't let people fall into the trap of assuming you are going to make the change happen to them. They are going to make the change to themselves so be clear about what you want them to do and make sure you support them. Don't assume they will do everything they say they will.
44	It can be tempting to go with what appears to be the obvious solution. Don't be tempted. While the obvious may be the best it is probably worth investing some time and energy in exploring what options are available to you.
45	In the hustle and bustle of planning and implementing the change it is easy to lose sight of why, what you are intending to do is the best thing to do. Document your reasons for reference.

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46	A team of people planning and managing the change could be crucial to your success. Line managers doing the "day" job cannot often be realistically expected to plan and manage change. A dedicated team can focus on what is required, without the distractions of the "day" job and start role modelling the "new world" in their behaviour from the beginning. Members of the change team can probably be more objective about appropriate approaches and change processes, as they are not involved in the "day to day". Make sure that people in the change team feel the change is right and that they will personally benefit from the experience of being in the change team. Members of the change team who do not feel they will benefit will, at least, not pull their weight and, at worst, become saboteurs.
47	Consistency is the key here. It should matter which key decision maker/influencer anyone speaks to he/she should get the same story and rationale about the change. Inconsistency in the message is often interpreted as management incompetence and people will find it difficult to "buy" into the story and the need for change. Honesty is also key. People's antennae for the "manufactured" story are amazingly sensitive.
48	Keep track of what your key decision makers/influencers are up to. Try not to be caught out when one of them becomes a maverick and starts doing his/her own thing.
49	Sometimes the pilot can be the first public demonstration that things are about to change. This can create a momentum all of its own. Beware of launching into Implementation before you have assessed the results of the pilot and used them to modify your plans. If you don't take the learning into account you may have an inappropriate plan.
50	Your Management Information System (MIS) is critical. Without a good MIS you will find it difficult to demonstrate the urgency of the need for change and you will also have difficulty demonstrating what has been achieved during and following the change. Your MIS give you the means of determining how well things are going so you can immediately make adjustments to your plans. If your MIS takes a long time to give valuable information something could have gone badly wrong before you are fully aware of it. BEWARE. Systems people seem to be traditionally optimistic and it is more common for systems to be late than on time. Don't assume that all the dates you are being given will be met. Assume they are going to be late and have a plan to deal with late delivery.

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51	This may sound obvious but if you need to run Assessment Centres make sure they are designed to measure what you need them to measure. Be very clear about why you need to use them. People don't respond well if their perception is they are "having to apply for the job they have already got". They will need to be sold. Get your story together.
52	Any significant change programme is an opportunity to try and move towards your desired culture. You may want to take the opportunity to define the values and behaviours you want to see during and after the change. Be explicit about why you want to do this. Advise people you are looking at values and behaviours and the reasons why. Don't spring a new set of values and required behaviours on people. More often than not they will respond very cynically. Indicate which behaviours you are hoping for and the consequences of behaving inappropriately. This last point is very important. If there is no consequence to behaving inappropriately people will develop their own culture, which may or may not be what you want. This is when the best style of leadership is "Leading by Example".
53	It is easy to forget what other parts of your organisation are doing when you are head down fighting your own crocodiles and trying to drain your own swamp. Be clear about what else is going on.
54	It is quite possible to overload people with too much change so that their effectiveness is dramatically reduced and you can then have a very serious problem on your hands. Be careful and consider what people can cope with and how others (particular customers) will be affected by their reduction in effectiveness. Visualise how the implementation will go. Describe the whole implementation to people who are not involved. They might help you see the wood from the trees.
55	Far too often it is recognised too late that the key change agents are the first line managers. As a group they probably have the bulk of the people who are going to be affected by the change reporting to them. Health Warning! Not looking after your first line managers can serious affect the health of your change programme. These managers may have to deal with a wave of cynicism when the changes are announced which will be difficult if they themselves are cynical. They need to be very effectively sold to so they understand and believe in the full story (see checklist item 6). They need to be involved early and need to feel very well supported throughout the whole of the change process. At times it will be easier for them to side with the cynics, which will slow down the implementation of the change. It will be a true test of their skills and many of these managers will be young and relatively inexperienced.

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56	Pay careful attention to the systems. If late delivery of systems or system enhancements could seriously impact on the Implementation phase be prepared to change your plans.
57	Remember it's very easy to upset people if they don't know what's going on. Word hard at managing their perception. Their perception, right or wrong, is their reality. If things are going to get worse before they get better your customers, suppliers and colleagues need to know this no matter how hard it is to tell them. They will also want to understand how they will benefit from the changes so will need to hear your story (see checklist item 6).
58	Selection centres can take a significant amount of time to design and implement. Allow for this. Be clear about the type of people you require, the skills, the knowledge and attitudes they need to have. New people may require a significant investment before you receive a return. Know the capacity of your training resources. Make sure there is enough resource to deal quickly and effectively with the people you recruit.
59	Take care in explaining why the current situation/state of affairs is no longer acceptable. Be objective – don't get into a blame process.
60	By thinking through, in advance, who is going to do what you may be able to avoid the confusion that can arise over lack of role clarity. You may also be able to spot where roles overlap or where things need doing and nobody owns them.
61	It's very easy to assume that your existing managers have the skills required to help their people through the change. Don't make the assumption! Check. You may to invest in developing their change management skills before going ahead with the implementation.
62	When large organisations take the time to explore how many change initiatives are taking place at any one time they often find between 300 to 1000 initiatives. This is one of the reasons the failure rate for change programmes is, on average, 72%. (Sources: Kearney 1991, Little 1992 & Grint 1994) If you are simply adding another change initiative to the list you are maybe planning to fail. Don't put your people into "Initiative Overload". Prioritise your initiatives and make sure people understand what's at the top of the list and don't put them all at the top of the list!

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