# Change Management
# in Practice

Practical Tools to Help Close the Gap
Between Delivery & Adoption

**Use what you already have.**
Bring the people side of change into the work you're already doing.

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PROSCI ADKAR MODEL

# Prosci ADKAR Cheat Sheet: What to Use, When

Five checkpoints mapped to the project documents you already carry. Items in **red** are the only CM-specific additions; everything else already lives in your PM toolkit. toolkit.

## A — Initiate

**AWARENESS**

*"Do people understand why the change is happening?"*

**Start early** - build understanding, reduce rumors and and resistance.

**KEY DOCUMENTS**

- Business Case
- Stakeholder Analysis
- Change Impact | Awareness Assessment
- Project Charter
- Communications Plan
- Status Report

## D — Plan

**DESIRE**

"*Do people want to support and participate? Do they know what's in it for them?"*

**During planning** - build personal motivation and answer "what's in it for me?"

**KEY DOCUMENTS**

- Stakeholder Engagement Plan
- Communications Plan
- Training & Adoption Strategy
- Change Management Plan (optional)
- Benefits Realization Plan

## K — Design / Build

**KNOWLEDGE**

*"Do people know how to change and what is expected of them?"*

**During design/build** - develop and deliver the information and training they need.

**KEY DOCUMENTS**

- Training Plan
- Process / SOP Updates
- Role-Based Readiness Plan
- Training Materials
- Job Aids & User Guides

## A — Test / Prepare

**ABILITY**

*"Do people have the skills and ability to implement the change?"*

**During test & pre-launch** - coach people and remove barriers to perform.

**KEY DOCUMENTS**

- Testing & UAT Plan
- Hypercare / Support Plan
- Adoption Metrics
- Cutover Plan
- Performance Support Materials

## R — Launch / Sustain

**REINFORCEMENT**

*"Is the change sustained and reinforced over time?"*

**After go-live** - keep the momentum, measure results, make the change stick.

**KEY DOCUMENTS**

- Benefits Realization Report
- Recognition & Incentives Plan
- Lessons Learned
- Adoption / Usage Dashboards
- Continuous Improvement Plan

# Use What You Already Have

| | |
|---|---|
| Stakeholder Mapping Grid | Power/interest grid<br>Add a column to your existing stakeholder register or RACI<br>Quick 1:1s to validate the map |
| Change Impact Assessment and Awareness Pulse Check | High/medium/low impact score in your existing risk log<br>Short anonymous pulse survey (3-5 questions)<br>Hallway test: ask 5 people what they think is changing |
| Communication Plan | Message/audience/channel/timing table<br>Push through sponsors and managers, not mass email<br>Standing feedback loop (office hours, Slack, open Q&A) |

# STAKEHOLDER MAPPING GUIDE

Use with your existing register or RACI

Add the adoption lens to the stakeholder tools you already use. Keep it simple: identify, understand, engage.

| Stakeholder / Group | What changes for them? | What do they need? | Engagement / Conversation | Adoption Risk |
|---|---|---|---|---|
| | | | | Low / Med / High |
| | | | | Low / Med / High |
| | | | | Low / Med / High |
| | | | | Low / Med / High |
| | | | | Low / Med / High |

**QUICK VALIDATION**

- Who could influence adoption?
- Who might resist?
- Who haven't we talked to yet?

# CHANGE IMPACT + AWARENESS GUIDE

Use with your existing risk log

Add a simple impact lens to your existing risk log—then test whether people actually understand what is changing.

| Person / Group | What changes for them? | Impact | Risk / Action Needed |
|---|---|---|---|
| | | Low / Med / High | |
| | | Low / Med / High | |
| | | Low / Med / High | |
| | | Low / Med / High | |
| | | Low / Med / High | |

## THE 5-PERSON AWARENESS CHECK

**Ask five people:**

**“What do you think is changing?”**

What did they understand? _____

Where was there confusion? _____

What needs to change in our approach? _____

# COMMUNICATION PLAN

Use with your existing communication plan

Move beyond the mass email. Match the message to the audience, use the right channel, and create a way to hear what people are saying.

| Audience | What do they need to know? | Who should deliver it? | Channel | Timing |
|---|---|---|---|---|
| | | | | |

**CARRY THE MESSAGE**

Who can help carry the message?

_____

**HEAR THE MESSAGE BACK**

How will people give us feedback?

_____

# Make Change A Practice

