Phased Overview
Organizational Change Management

**Phase II**
Analyze & Design
Nov – Dec ’08

- Confirm Project Vision / Benefits & Assess Organization
  - Prepare interview questions
  - Identify interviewees
  - Setup & conduct interviews
  - Compile results
- Conduct Project Sponsor Analysis
  - Identify project sponsors at all organizational levels
  - Identify sponsorship needs
  - Develop recommendations
- Conduct Stakeholder Analysis
  - Identify impacted stakeholder groups
  - Assess impact & change needs
  - Develop recommendations

**Phase III**
Configure & Develop
Nov – May ’09

- Develop Change Management Strategy and Plan
  - Review change management recommendations & sponsor/stakeholder analysis results
  - Identify additional change mgmt needs
  - Compile change mgmt strategy & plan
- Develop Communication Strategy and Plan
  - ID communication milestones
  - Identify audiences
  - Identify messages, timing, vehicle, & deliverer

**Phase IV**
Test & Train
Oct ’08 – Sept ’09

- Conduct Change Readiness Assessment (iterative)
  - Prepare readiness questions
  - Conduct assessment
  - Compile results
  - Develop recommendations
- Deliver Training
  - Schedule classes
  - Conduct classes
  - Evaluate/revise as needed

**Phase V**
Deploy & Optimize
Feb – Nov ’09

- Develop Resistance Management Plan (ongoing post-launch)
  - Review readiness recommendations
  - Collect feedback
  - Identify additional areas of resistance
  - Develop and implement resistance mgmt plan

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**Plan Change**

- Develop Change Management Strategy and Plan
  - Review change management recommendations & sponsor/stakeholder analysis results
  - Identify additional change mgmt needs
  - Compile change mgmt strategy & plan
- Develop Sponsor Plans
  - Educate sponsors regarding the sponsor role
  - Develop sponsor action plans
- Develop Involvement Plan
  - Identify target stakeholders
  - Define involvement needs
  - Identify involvement opportunities from project plan

**Prepare for Change**

- Develop Training Strategy and Plan
  - Identify training objectives
  - Identify training audiences
  - Identify training delivery methods
  - Develop roll-out plan

**Execute**

- Implement Communication Plan
  - Compose messages
  - Review/revise
  - Deliver messages
- Implement Sponsor Action Plans
  - Implement plans
  - Coach sponsors to manage through resistance
- Implement Involvement Plan
  - Develop alignment recommendations and plans to implement
  - Implement recommendations
- Conduct Org Impact Analysis & Alignment
  - Review Stakeholder Analysis
  - Review as-is and to-be processes
  - Identify areas of change
  - Describe change impact (jobs, skills, org structure, performance measurement)
  - Compile analysis results
  - Identify alignment needs
  - Develop alignment recommendations and plans to implement
- Develop Training Curriculum
  - Review training objectives
  - Identify training courses needed
  - Create training matrix – audience by course
- Develop Training Materials
  - Draft content
  - Create materials
  - Review and revise

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**Project Team Plan Phases**