



Leadership Excellence

Change Leadership &
Transition Management Toolkit
Sample

Table of Contents

Tool 1: Define — Point-of-View Template	3
Tool 2: Blueprint for Change	5
Tool 3: Personal Impact Analysis.....	10
Tool 4: Prevention Checklist	15

Copyright © 2021 UMass Amherst Donahue Institute:
Organizational Development and Learning Solutions

All rights reserved. No part of this document may be
reproduced or used in any manner without written permission of
the copyright owner

Version: 3.2021.001s

<https://donahue.umass.edu/>

Welcome

We have provided this sample toolkit from our Leadership Excellence Certificate Program (LEx) so that you can experience four representative tools of the over sixteen tools taught during the full program.



These tools are taken from the four core LEx skill building modules:

- I. **Drive Innovation:** Collaborate with thought leaders to identify opportunities for innovation.
 - Tool 1: Define - Point of View Template
- II. **Lead Change:** Align followers to implement successful organizational change (based on the Kotter 8-Stage Process for Leading Change).
 - Tool 2: Blueprint for Change
- III. **Gain Commitment:** Understand how to help individuals transition during change.
 - Tool 3: Personal Impact Analysis
- IV. **Overcome Barriers:** Sustain your change initiative by removing obstacles that could halt progress.
 - Tool 4: Prevention Checklist

Tool 1: Define — Point-of-View Template

What It Is

The Point-of-View template is a tool to organize insights and reframe them to effectively define the problem. Your problem will guide you and your team, providing focus on specific needs. It creates a sense of possibility and optimism allowing your team to brainstorm ideas in the ideate phase.

What It Can Do

This tool can help you:

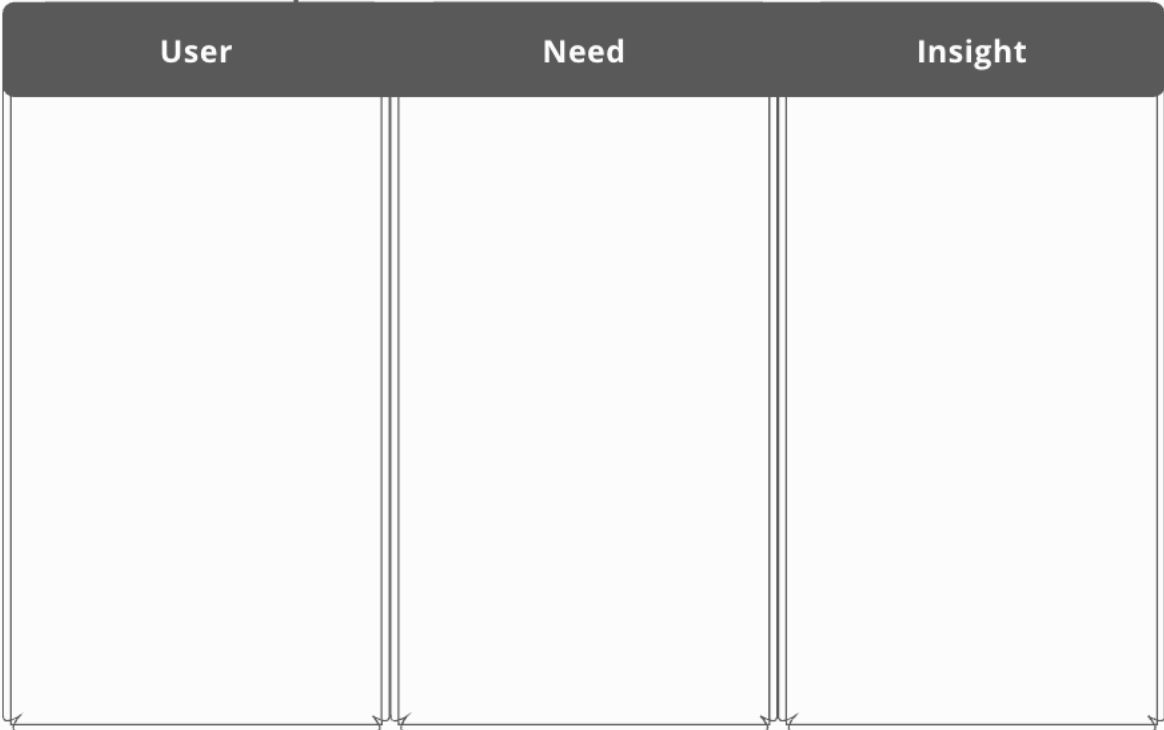
- ◆ Organize the information you have collected.
- ◆ Synthesize data into a meaningful and useable body of knowledge.
- ◆ Identify relationships and opportunities.
- ◆ Provide focus.

How It Works

- Step 1** **List Users:** Look at current, future, and potential users along with key characteristics
- Step 2** **List Needs:** Include what you have identified as the essential needs/ goals of the user
- Step 3** **List insights:** Include insights you observed and inferred in the empathize phase that you found to be key takeaways.
- Step 3** **Complete the Madlib formula** using the compiled information ensuring the statement meets the following criteria.
- **Human centered** – this requires you to frame your problem statement according to specific users, their needs and the insights you have gained in the empathize phase. The problem statement should be about the people you are trying to help rather than the technology, project, or product.
 - **Broad enough for creative freedom**- his means that the problem statement should not focus too narrowly on a specific method regarding the implementation of the solution. The problem statement should also not list technical requirements that would restrict exploring areas that might bring unexpected value and insight to the project.
 - **Narrow enough to make it manageable**- in the other hand, a problem statement that is too broad can be daunting. Problem statement should have sufficient constraints to make the project manageable.

Worksheet: POV

Point of View Template



Point of View Madlib

_____ needs _____ because _____
(user) *(user's need)* *(insight)*

Tool 2: Blueprint for Change

What It Is

A road map or high-level outline of a change initiative.

What It Can Do

This tool can help you:

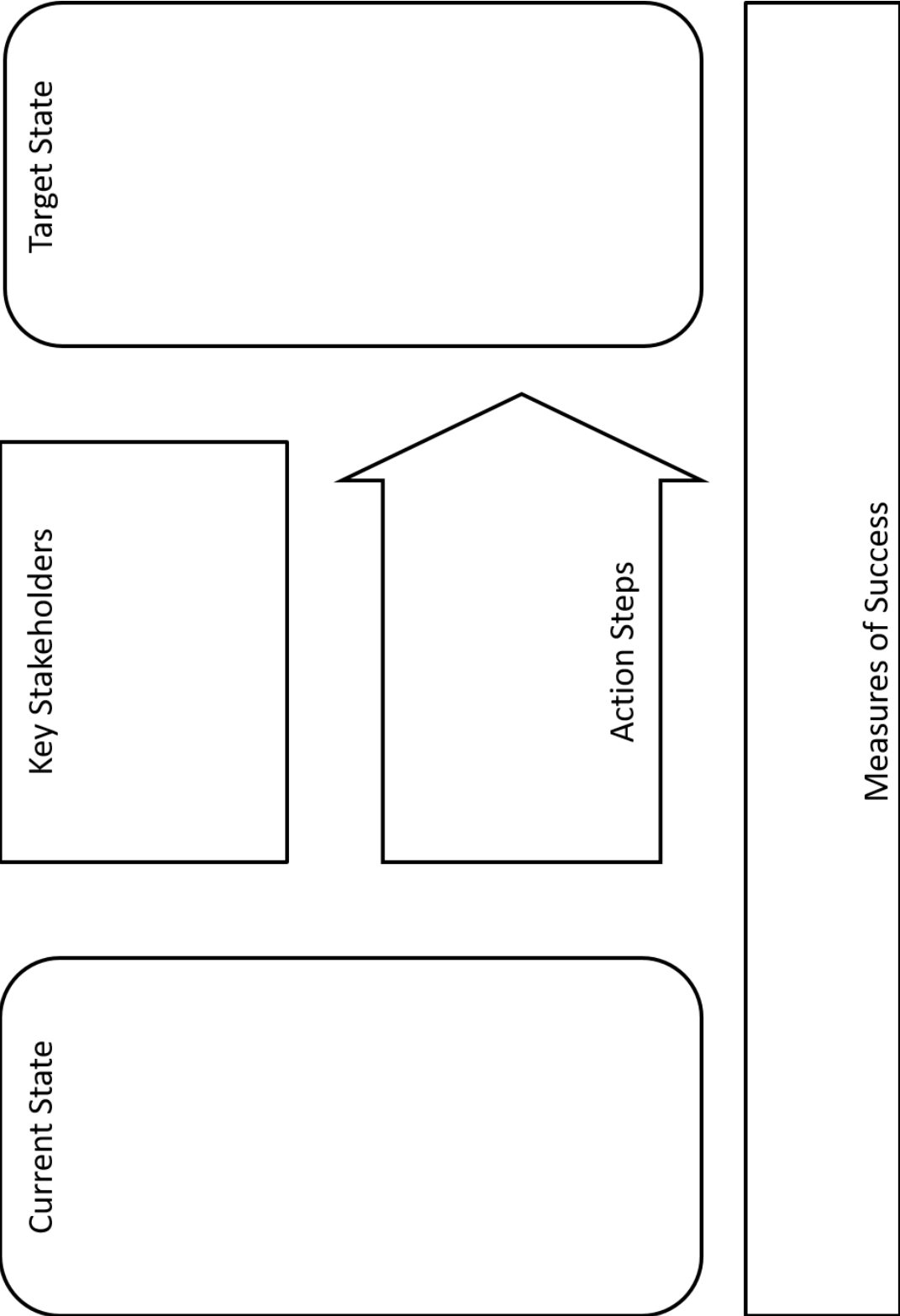
- ◆ Frame an improvement plan in the context of current performance and desired results.
- ◆ Present a business case to senior and line management, and communicate with everyone connected with an issue.
- ◆ Document consensus within your team or organization about proposed solutions to problems or opportunities for improvement.

How It Works

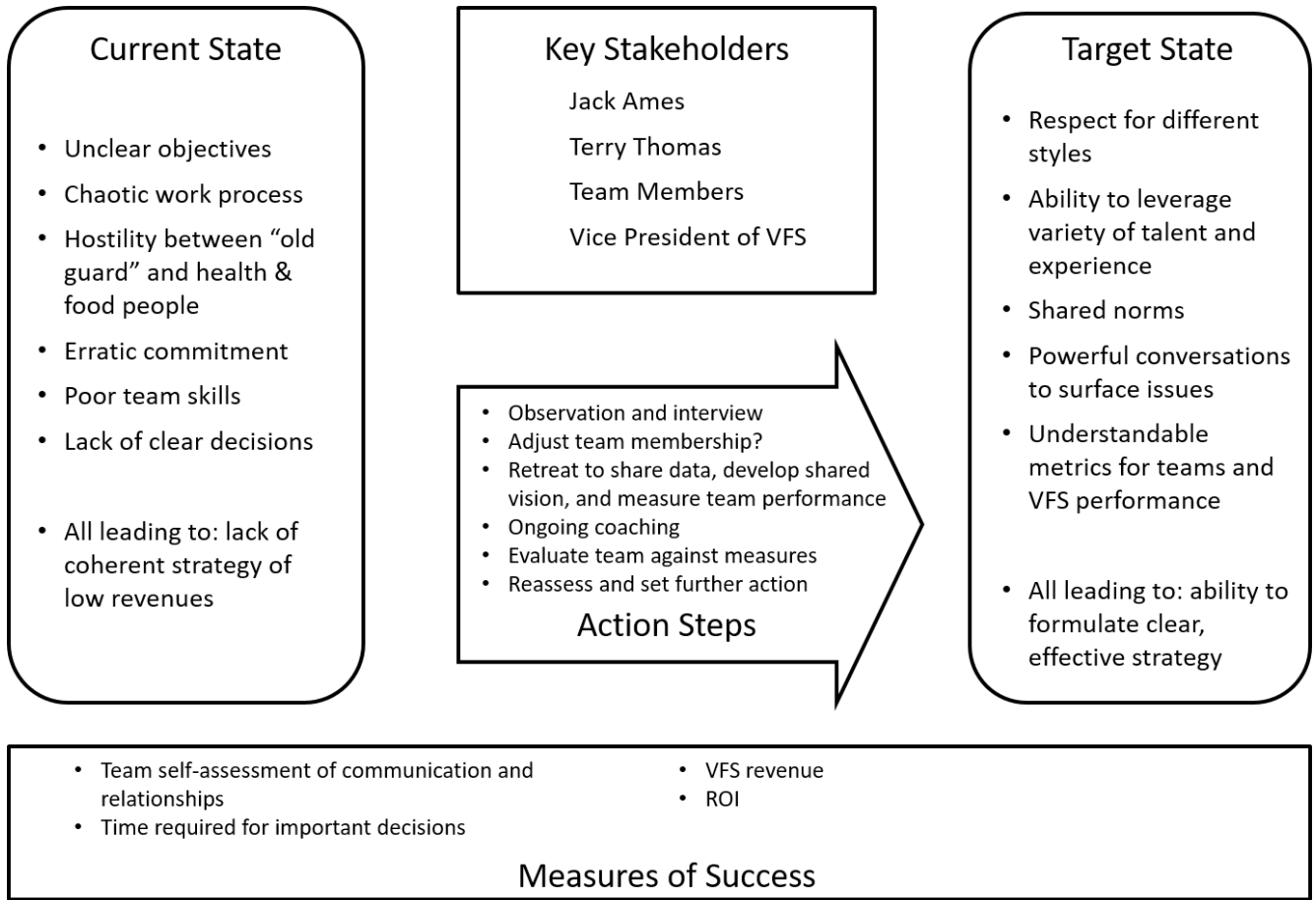
Step 1 Study the high-level Blueprint for Change that was prepared by the Senior Leadership team. Add detail to that Blueprint, in response to the questions that follow, on the following:

- The description of your organization’s Desired Future State: From your perspective, what will the organization look like once the problem, change, issue, or opportunity that you are targeting is addressed and the initiative is fully and successfully implemented?
- The Current State of the organization: The current, undesirable conditions or the symptoms of the problem; the impact on individual and/or organizational performance of the current state
- Additional key stakeholders who will be impacted by, or in charge of aspects of this initiative.
- Additional criteria and measures of business success. How can you track progress and completion?
- Preliminary action steps to move from the current to the future state – including approximate dates for transitioning from the current to the future state.

Blueprinting Your Change Worksheet:



Example: Blueprint for a Vitamin and Food Supplements Management Team



Bottom line: Put our team’s house in order to develop a market-leading strategy for VFS

Worksheet: Blueprinting Your Change

Start with the high-level Change Blueprint you received from the Senior Leadership Team. Add more detailed responses to the blueprint questions in the worksheet below.

- 1. List the external and internal drivers of the change.

- 2. Describe how the drivers impact the business.

- 3. Identify the desired future state or outcome.

- 4. Specify how the current state is preventing the organization from achieving its desired state. What are the gaps in performance? What are the opportunities?

5. Identify the stakeholders in the current and future state.

6. Determine the criteria for success – those areas that must be addressed if the initiative is to be successful, and that can be measured to track progress.

7. Using the criteria, determine the measures and milestones.

8. Detail the action plan. List the key steps that you believe are required to move from the current state to the desired outcome. (This may occur in phases.)

Tool 3: Personal Impact Analysis

What It Is

A framework for considering how individuals might feel the impact of the change, preventing their whole-hearted commitment.

What It Can Do

This tool can help you:

- ◆ Identify aspects of the change initiative which may cause people to resist
- ◆ Consider the full implications of a change – including the negative repercussions
- ◆ Enable a dialogue with people who are undergoing a stressful adjustment to the new state

How It Works

Step 1 Think of a person or group that has been resisting this initiative.

Step 2 Consider what this person/this group has to lose by going along with what we propose.

Note: A perceived loss is a loss to the other person/group, regardless of your own estimation of the situation. Remember – listening without judgment and without rushing to solutions can help people get “unstuck.”

Step 3 When you have assessed the situation from the point of view of the person/group, prepare to have a full and two-way discussion of what is going on. Only then will you be in a position to have a conversation with them on how they might be able to redefine, reinvent or replace what they feel they are losing as a result of the change. You will then be able to provide the support necessary to unblock their resistance and keep the change initiative moving forward.

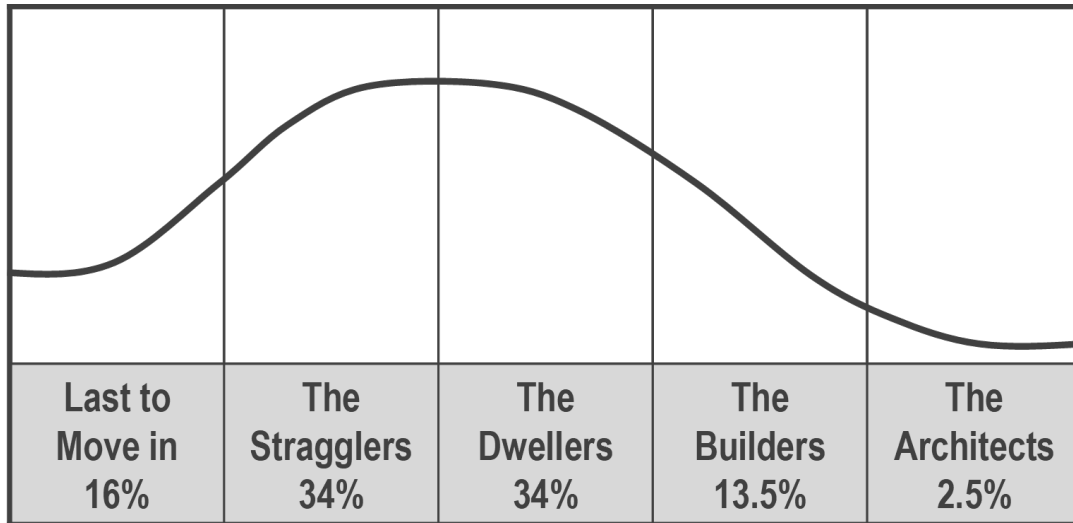
Worksheet: Personal Impact Analysis

Note on this grid who may be feeling the impact of the change in what aspect of their work life.

WHAT	What is Over? (Let Go)		What Isn't Over? (Redefine, Reinvent, Replace)	
	Individuals	Groups	Individuals	Groups
Power				
Status				
Influence				
Control				
Working Relationship				
Group Membership				
Structure				
Career Path				
Engaging Work				
Competence				
Other _____				

Something to Consider

Organizational change does not impact everyone equally. Some people are impacted negatively (or perceive negative impact) more than others. This is the primary reason for the differences in speed with which people adapt to change. Research by Everett Rogers in 1995 showed that the dispersion of speed of adaptation could be plotted as follows:



Consider which of these “types” is represented in the personal impact analysis you completed. It may be that the “architects” make it to the new stage first, and that they can become models for others. It is also true that the most ardent supporter of change may be one of the “last to move in” – sometimes called “honest opponents” – who are often the most passionate people in your workforce who have helped to make the organization what it is. Rather than punishing them for voicing their reaction to an impact of the change, help them to deal with it by listening to them and then co-creating strategies for making the change work for them.

Having identified people who may be struggling with the change, consider increasing your communication, holding one-on-one meetings with them, and offering one-on-one coaching by someone they hold in high regard.

Reference

Identifying Early and Late Adopters of Change

The Architects – 2.5%

- ◆ Generator of change.
- ◆ Willing to be the originator . . . trailblazer.
- ◆ Design for the future.
- ◆ Act with confidence, determination, and courage.
- ◆ Author change.
- ◆ Invent new possibilities.

The Builders – 13.5%

- ◆ Doer/Innovator
- ◆ Like to develop and construct new initiatives
- ◆ Take on complex challenges
- ◆ Risk-taker
- ◆ Like to be out front . . . paving the way for others to follow
- ◆ Produce results

The Dwellers – 34%

- ◆ Not quick to give up what's familiar and safe.
- ◆ Willing to follow, "once things are all worked out."
- ◆ Waiting for more proof.
- ◆ Comfortable with the way things are.
- ◆ Big need for order and stability.

The Stragglers – 34%

- ◆ Lag behind the group.
- ◆ Stand on the outside “looking in.”
- ◆ Seem aimless and confused.
- ◆ Avoid decisions until they have no choice.
- ◆ Averse to change.
- ◆ Unwilling to leave their comfort zone.

The Last to Move In – 16%

- ◆ Most resistant to change.
- ◆ Hold out till the very end.
- ◆ Refuse to change absent a crisis.
- ◆ Require proof of meaningful future benefit.
- ◆ Hold on tightly to the past.

Tool 4: Prevention Checklist

What It Is

A way to evaluate what type of barrier is preventing a change from moving forward and to determine action steps to overcome it.

What It Can Do

This tool can help you:

- ◆ Identify the causes of problems associated with the implementation of a change.
- ◆ Use reverse logic to determine steps that will prevent issues from becoming or remaining a Barrier to change.

How It Works

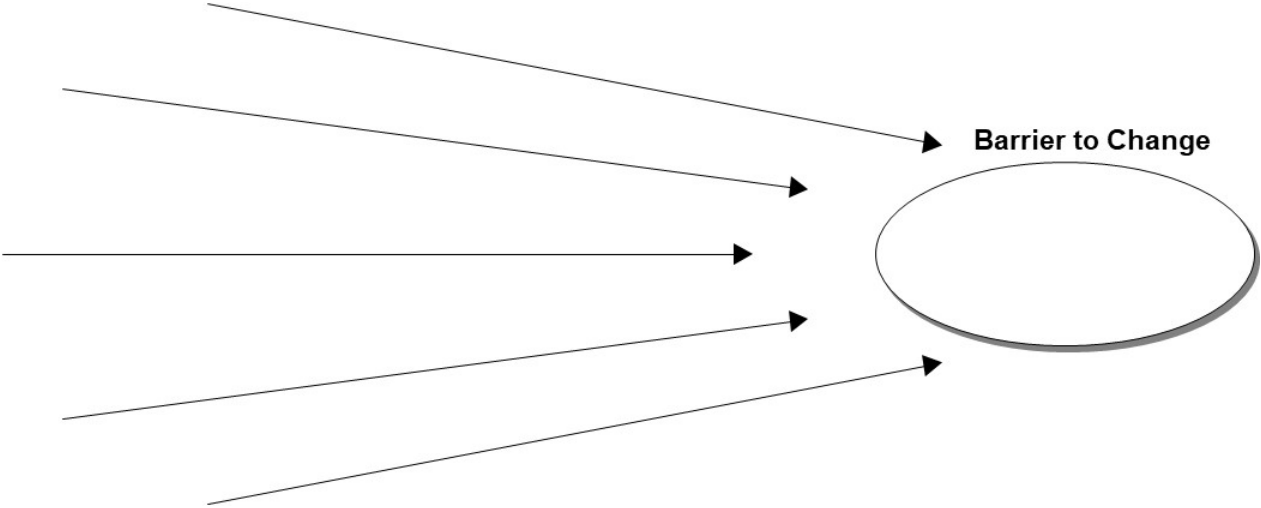
- Step 1** Identify a known or anticipated barrier to implementing the change you are focusing on.
- Step 2** Write your barrier in the oval on the worksheet. Now treat this statement as a problem you want to solve.
- Step 3** Work with others, if possible, to brainstorm actions that would make the problem continue or worsen, and write those actions on the lines to the left of the oval.
- Step 4** Think about actions that would prevent the problem from continuing or worsening (the opposite of the actions you have written on the lines). Create a prevention checklist that describes these actions as specifically as possible.

Something to Consider

Barriers to change can be either obstacles or objections. Obstacles to change are systemic organizational issues (policies, processes, etc.) that can prevent the change from being realized. Objections are personal issues that individuals raise about why they feel the change won't work. Both types of barriers can halt organizational change in its track. The Prevention Checklist can be used on either type of barrier: Obstacles or Objections. But because this tool uses reverse logic, it is more typically applied to objections. Please see the Systemic Analyzer for a tool that focuses on removing obstacles.

Worksheet: Overcoming Our Barrier to Change

Identify a barrier to the change initiative. Complete the Prevention Checklist below for your obstacle.



Prevention Checklist	
✓	
✓	
✓	
✓	
✓	
✓	