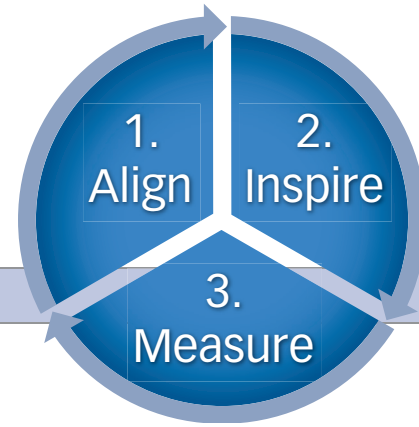# Change Plan Worksheet

Step 1: Align – Create a Vision and Establish a Sense of Urgency

Use the following space to create a vision for the team/organization or change effort.
A clear vision simplifies the endless detailed decisions.

Organization Vision:
What is your vision for your team/organization/change initiative?

Define the vision once execution happens (be a source of possibilities):
What becomes possible?

Identify up to three messages that communicate how the new way is superior to the old and the ideal future state:
1
2
3

Align – Communicate the Vision (Communication Plan)

Use the following to create a plan to communicate the vision. Use every vehicle possible to communicate the new vision and strategies for acheiving it. Teach new behaviors by leading the way. **Pitfalls to avoid:** Under-communicating the vision; behaving in ways that do not model the vision.

Vehicle	Purpose/Content	Target Audience	Frequency

Step 2: Inspire People by Creating Short-term Wins and Through Recognition

Use the following to plan for and create short-term wins. Think about how you can design and engineer visible performance improvements that will generate momentum and excitement. Also consider a reward and recognition plan for employees who demonstrate the change vision and organizational values. **Pitfalls to avoid:** Leaving short-term successes up to chance; failing to score successes early enough.

Short-term Wins

Early Win	By When	Plan to Make it Happen	Who Makes it Happen

Reward and Recognition

What We Need to Acknowledge	Who Needs to Be Acknowledged	How We Will Acknowledge	By When

Step 3: Measure and Communicate Results

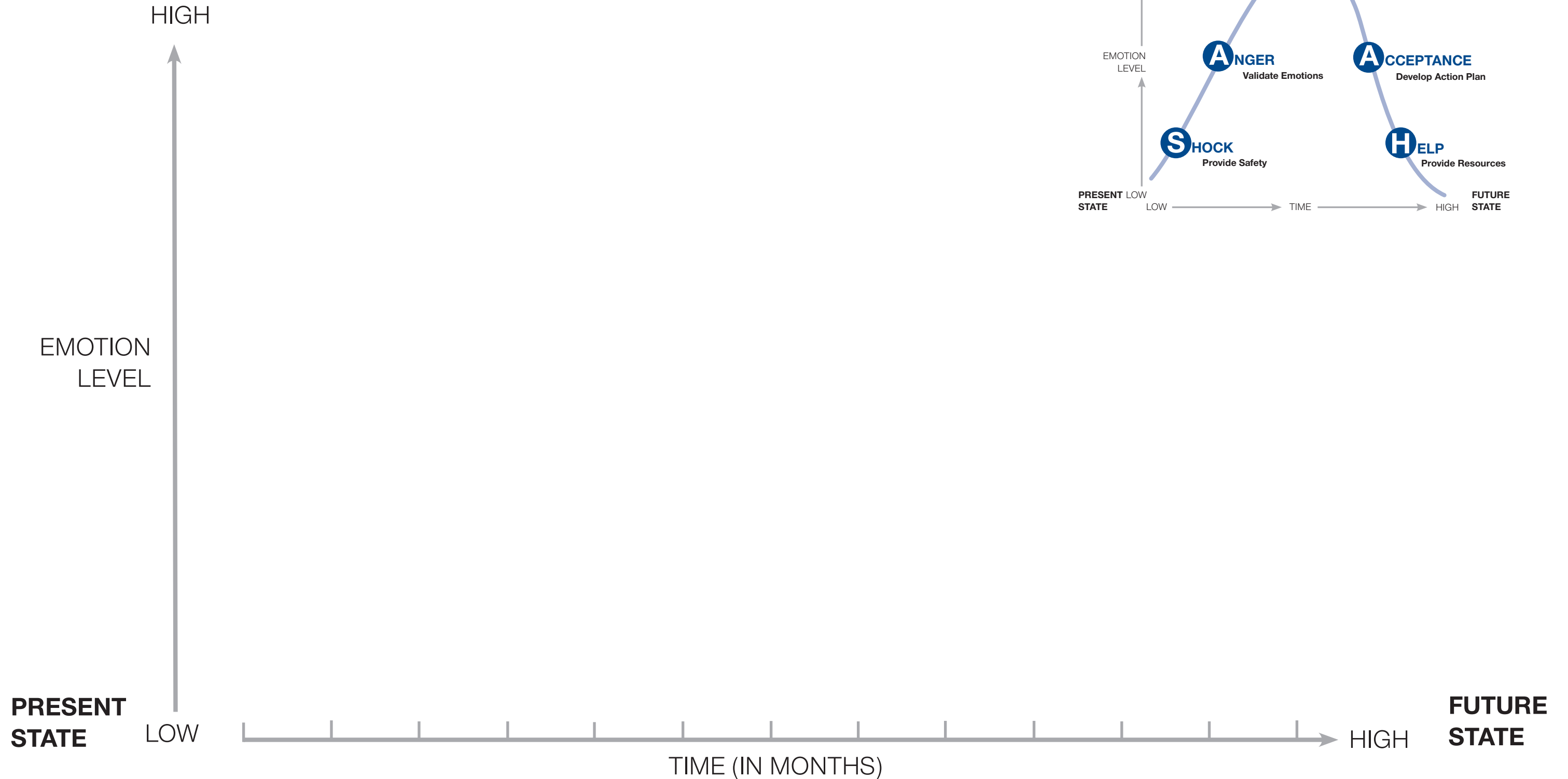Use the following to create a plan to measure and communicate results.
Pitfalls to avoid: Lack of clarity of what a successful change effort looks like.

What Will the Team Achieve?	By When?	Status			How Will We Communicate Progress?
		Complete	In Progress	Not Complete	
		☐	☐	☐	
		☐	☐	☐	
		☐	☐	☐	
		☐	☐	☐	
		☐	☐	☐	

The circular diagram shows: 1. Align, 2. Inspire, 3. Measure

Change Map

Instructions: Map all of your current and future change initiatives using the S.A.R.A.H. model to understand the current and future state of change in your organization.

S.A.R.A.H. Change Reaction Tool

HIGH

EMOTION LEVEL

RESISTANCE
Identify Motivators

ANGER
Validate Emotions

ACCEPTANCE
Develop Action Plan

SHOCK
Provide Safety

HELP
Provide Resources

PRESENT STATE LOW

LOW ——→ TIME ——→ HIGH

FUTURE STATE

HIGH

EMOTION LEVEL

PRESENT STATE   LOW

TIME (IN MONTHS)

FUTURE STATE   HIGH