

Appendix 1
Change Management Questions Framework

STAGE 1 CHECKLIST: ESTABLISHING A SENSE OF URGENCY	
Purpose: To ensure senior level buy-in of the change	
QUESTION	YES/ NO
Have you examined the market and competitive realities?	
Have you identified and discussed a current / potential crisis of opportunity?	
Have you identified the different sources of complacency and resistance?	
Have you used targets and goals for individuals to create a sense of urgency?	
Have you communicated to the organisation about the identified crisis / opportunity / area of weakness?	
Have you used e.g. organisational newsletters to do this communication?	
Have you spoken to key stakeholders on a regular basis about their areas of dissatisfaction?	
Have you used external sources to force more relevant & honest discussion at management meetings?	
Have you touched the hearts and minds of middle management?	

**STAGE 2 CHECKLIST: CREATING CHANGE MANAGEMENT
INFRASTRUCTURE AND CAPACITY**

Purpose: To ensure that the change is led appropriately

Have you gained the total buy-in of the executive team and senior management?	
Have you found the right people for the various change teams (do they have strong position power, expertise, credibility, leadership, ability to make the change happen?)	
Have you created trust within these teams?	
Have you developed a common goal, which is sensible to the head & appealing to the heart?	
Have you allocated resources and clarified roles?	

STAGE 3 CHECKLIST: DEVELOPING A VISION AND STRATEGY

Purpose: To develop and appropriate vision and action plan

QUESTION	YES/ NO
Have you created an effective vision, which is imaginable, desirable, feasible, flexible, focused and communicable?	
Are the change teams working with this vision over time, to make sure that it is effective?	
Are the change teams motivating people to take action in the right direction?	
Is the head and the heart involved?	
Do your strategies and action plans support the change vision?	
Do your action plans cover the 5 M's (men, machines, methods, measurements, materials)?	
Do your action plans incorporate short-term wins?	
Do your action plans force behavioral change?	
Do your budgets / resources support the vision?	

STAGE 4 CHECKLIST: COMMUNICATING THE CHANGE VISION

Purpose: To ensure buy-in at all levels

Have all stakeholders been identified and involved?	
Is the vision free of jargon and complex language?	
Have executive managers been communicating the message?	
Did the communication of the vision incorporate short-term sacrifices and costs?	
Have you used all possible fora for communication?	

Have you repeatedly communicated the vision and strategy?	
Have you engaged in 2-way communication?	
Have managers whose communications are inconsistent with the change process, been identified and addressed/negotiated with sensitively?	
STAGE 5 CHECKLIST: EMPOWERING BROAD BASED ACTION	
Purpose: Empowering people to begin to change	
Have all stakeholders been involved in the implementation process?	
Have you entrenched a shared sense of purpose to initiate actions?	
Are your structures aligned with the required project plans?	
Have employees been provided with the right skills?	
Have 'well-placed blockers' been identified and addressed?	
Have priorities been clarified to ensure that people invest sufficient time in the change process?	
STAGE 6 CHECKLIST: GENERATING SHORT TERM WINS	
Purpose: To harness the energy from success, and to build in consequence for failure	
Have you identified short-term wins with regard performance?	
Have change agents been rewarded and recognised to build morale and motivation?	
Have cynics and sceptics been convinced (mind and heart)?	
Have managers been provided with evidence that the process is on track?	
Have short-term wins been utilised to leverage sustained behaviour change?	
Have management ensured appropriate consequence for non-compliance?	