The People Change Management approach is comprised of three high level steps and can be executed rapidly (WHO – HOW – WHAT).

This is a structured approach and will generate a detailed Communication and Training plan for the area in scope.

1. **WHO is impacted?**Identify all targeted groups that are being impacted in any aspect by this change.
   * Users of the new system, process, tools
   * Data consumers e.g. reporting teams or finance teams
   * Integrated systems, tool and processes (current and future)
   * Managers – approvals, financials or managing the users that are impacted
   * Service Desk / Helpdesk / Technical support
   * Developers / designers of technical solutions
   * External or third party vendors
2. **HOW will each impacted group be impacted?**For each impacted group above, answer the following questions.
   * What is changing for this group? What will be different
   * What is not changing for this group? What will be the same?
   * What is driving the change, why are we changing? What does success look like?
   * Who is going to lose/gain what?
   * What happens if we (you) do NOT change?
3. **WHAT communication and training is needed?**Identify the “actions” and how much people change management is needed for the impacted group?
   * Email communications, newsletters, web information, FAQs, training, lunch & learn, group meeting, virtual meeting, one-on-one coaching, detailed examples, role play etc.

Now we can create the plans and artifacts required and execute the plan!

*Note: this is a simplified process but it can easily be communicated to the participants and is both understandable and delivers tangible artifacts (groups, members, impacts etc.)*

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Schedule the following meetings:

1. **WHO**: Initial WHO meeting, identify groups and the person that can provide additional information about the members of each group. Identify meeting participants for future meetings. Facilitator collect all data before 2nd WHO meeting
2. **WHO**: 2nd WHO meeting, confirmation of the groups and the members of each group. Identify groups that were missed in the initial meeting and identify members and contact person for new groups.
3. **HOW**: Initial HOW meeting, identify for each group how the members of that group will be affected e.g. helpdesk will receive call about this new application we are implementing.   
   -> Separate HOW meeting for each group might be required
4. **HOW**: 2nd HOW meeting, confirmation of how each of the groups will be impacted (meeting with all contacts for the groups)
5. **WHAT**: Initial WHAT meeting, identify what activities each group require to be aware of the change, have the desire to participate and the knowledge to change and the ability to perform the new tasks and activities.

-> Separate WHAT meetings for each group might be required

1. **WHAT**: 2nd WHAT meeting, confirmation that the activities identified for each of the groups (meeting with all contacts for the group)