Problem/ Opportunity Statement

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Target State	Current State Gaps	Contributors	Tactics re contributors	Impact/Effort
•	•	•	•	1.

Project Milestones [Action Items and target dates]

Q1	Q2	Q3	Q4
•	•	•	•

How will interventions be measured?

Process Measure(s):
      Frequency:
      Responsible:

Outcome Measure(s):
      Frequency:
      Responsible:

Key Stakeholders

Which stakeholders will experience the most change?

Who leads the groups that will experience the most change?

Imagine that you need to explain what is happening and why to someone who is impacted by the change. How would you explain it to them?

What will be the most challenging aspects of the change, and for whom?

What will be some of the most welcome aspects of the change, and for whom?

Consider the effort projected to make this change stick. Based on what you know now, what resources might you need to effectively introduce the change and sustain it? Think about specific people or skill sets, access to systems or other resources.

What are some other ways you plan to engage and prepare managers and supervisors?

Are there opportunities already on the calendar where you could add messaging or engagement for managers and supervisors? What are they? Consider existing meetings, management newsletters, etc.

Stakeholder(s) + Headcount	Current Experience (Moving From)	Future Experience (Moving To)	Likely Viewpoint	Anticipated Resistance	Plan to Mitigate Resistance

Sponsorship

Executive Sponsor:
Project Lead:
Project team member names, titles and value:

Report-Out Meeting schedule with sponsor:

In what ways will you help your sponsor remain active and visible to the project team throughout the effort? How will you use your sponsor in decision making, escalation, issues management and celebration?

Any pre-anticipated barriers needing sponsor involvement early on:

Who will your sponsor need to work with to create a coalition of support for the initiative? Consider the leaders of impacted stakeholders and their likely response to the change. How might your sponsor activate supportive and neutral leaders? How might your sponsor work to bring opposed leaders on board? Who should your sponsor talk to first?

Which groups of impacted stakeholders most need to hear directly from your sponsor? How will you enable your sponsor to be "present" to them live, virtually or in printed documents?

How will you measure and monitor the effectiveness of your sponsorship and communication activities? How will you know your audience understands the impact and how it affects them? How will you know when adjustments are needed?

Sustainability Plan

Tactic(s)	Measured by/ How often	Red Flag Indicators (based on measures)	Intervention Plan	Person Responsible

How often will the impact of the implemented tactics be revisited and reviewed?

How do you plan to make this change visible/ top of mind one year from implementation?