

A CASE FOR CHANGE

Define the Change. What is the problem, gap or opportunity that is being addressed?	
How does it align with organisational strategy, annual plan, vision and/or values? Where does the requirement feature in organisational strategy?	
Why does this change need to happen? Why now? When does it need to be complete? What would happen if you didn't do it?	

If it is not in the strategy, it is not a strategic change programme.

STAKEHOLDERS

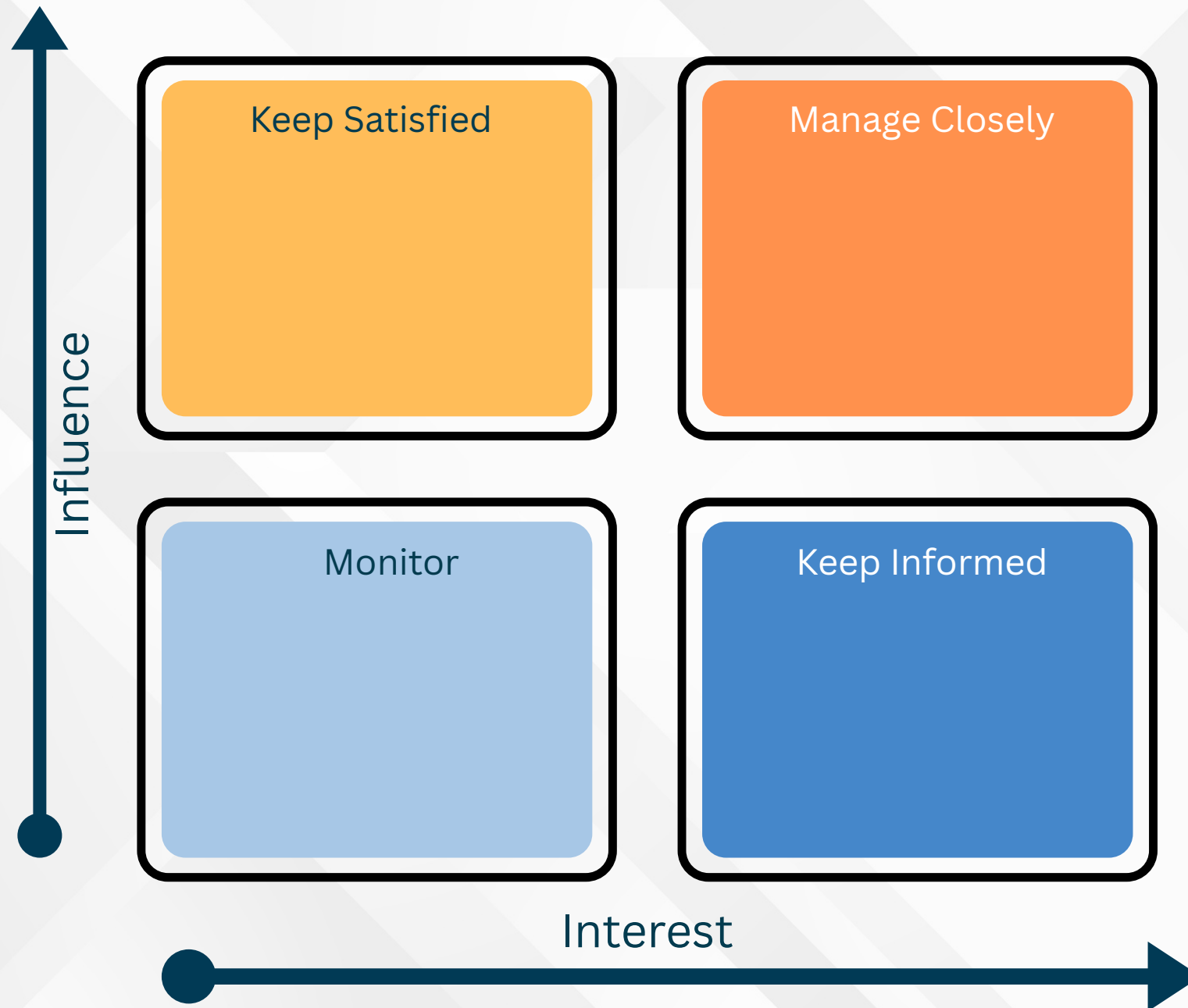


Who is directly and indirectly impacted? How might their perceptions of the change differ?	
Which groups or individuals might say they are not impacted, but are actually critical to success?	
How aligned is each stakeholder's interest with the change goals and where are the tensions or opportunities?"	
Where are you making assumptions about influence that need testing?	
Who is the Executive Sponsor? What is the sponsor's level of active engagement and how will you keep them visibly supportive and accountable?	

STAKEHOLDERS

Where are the potential friction points? Where will resistance be silent but powerful?	
What organisational norms or political dynamics might create unseen barriers?	
Who are the key decision makers without whom the change is not possible?	
Who are the informal influencers or gatekeepers who could quietly derail or accelerate progress?	
What would happen if key stakeholders disengaged and what's your mitigation strategy?	
How does this change intersect with other strategic priorities, and who might see it as a threat?	

STAKEHOLDER MATRIX



RELATIONSHIPS

What are your current relationships with stakeholders? Which relationships are based on trust versus positional authority, and how does that impact your influence?	
Do any relationships need to be strengthened? Which relationships will be under the greatest pressure during this change and how can you proactively reinforce them?	
How can you plan to reduce resistance? How can you use trusted relationships to surface resistance early and safely?	Keep Informed
How can you strengthen relationships or create greater influence?	

RELATIONSHIP MAPPING



Purpose:

Stakeholder relationship mapping is essential in strategic change because it highlights who holds influence, where relationships are strong or fragile and where resistance or support may emerge. By visually mapping these connections, leaders gain insight into the quality and depth of key relationships, uncover hidden risks and identify which stakeholders require more targeted engagement.

This process supports more intelligent planning, helps avoid blind spots and encourages shared ownership of the change. Ultimately, it shifts the focus from simply managing stakeholders to actively mobilising and strengthening the relationships that will make change successful.

Instructions:

- Using a large piece of paper, draw your team/department in the centre.
- Map key stakeholders or groups around it.
- Use different coloured lines to indicate the strength or quality of the relationship (e.g. strong/trusted, weak, strained, transactional).
- Use arrows to show direction of influence or dependency.

Strategic Insight:

- Is your team over-relying on one or two key relationships?
- Which relationships could expose the change to disproportionate risk if they break down?
- Are there 'gatekeepers' or brokers of influence that aren't visible on an org chart?

Hidden Influence & Power:

- Who has informal influence that could shape how others perceive the change?
- Where might there be covert blockers or people who won't object publicly but can stall progress privately?

Relationship Blind Spots: informed

- Which stakeholders are you currently underestimating or overlooking, and what's the potential cost?
- What relationships are maintained out of habit but may no longer serve the new direction?

Resilience & Sustainability:

- If you stepped away, which relationships would remain supportive and which would weaken?
- Where is relational investment needed to futureproof success beyond the initial implementation?

STRATEGIC PLANNING



Instructions for Completing the McKinsey 7S Framework Table

Use this table to assess alignment across the seven interdependent elements of your organisation. Consider how each element supports or hinders the strategic change you're planning. This is both a diagnostic and planning tool.

Structure – What is the current org structure? Does it enable or block change?

Strategy – What's the intended direction? Is the change aligned with this?

Systems – What formal and informal processes may support or conflict with the change?

Shared Values – What are the core beliefs? Are they aligned with the change goals?

Style – What's the leadership/management style? Is it enabling change?

Staff – Who's involved? Do they have the right skills, motivation, and capacity?

Skills – What key capabilities exist? Are there any gaps relevant to the change?

Identify misalignments, potential resistance areas, and priorities for action planning.

Instructions for Completing the ADKAR Table

Use the ADKAR model to plan how to support individuals through change. It focuses on the people side of change and outlines the stages individuals must move through for change to be successful.

Awareness – Do people understand why the change is needed? What comms are required?

Desire – Are people motivated to engage? What will increase their buy-in?

Knowledge – Do they know how to change? What learning/support is needed?

Ability – Do they have the capability/resources to apply new ways of working?

Reinforcement – How will the change be sustained and embedded?

Assess readiness, plan interventions, and anticipate barriers to adoption.

STRATEGIC PLANNING

MCKINSEY 7S FRAMEWORK

Element	Example Guiding Questions	What might change?	Where could resistance come from?	Strategic opportunity
Strategy	What is the core strategy driving this change? Is the strategy clearly understood and owned at all levels? How does this change align with long-term organisational goals?			
Structure	Does the current structure support the change? Are reporting lines and roles clear and effective? Where might hierarchy or silos slow progress?			
Systems	What key processes or systems are affected or need to change? Are current systems enabling or hindering execution? What digital tools or workflows must adapt to support this change?			
Shared Values	What cultural norms or values will support or block this change? Does this change reinforce or contradict our organisational purpose? What unspoken assumptions need to be challenged?			
Skills	What critical skills are needed to succeed in this change? Where are the biggest gaps in capability or confidence? Are we investing in development fast enough?			
Style	How are senior leaders showing up during this change? Is leadership behaviour consistent with the change vision? Are leaders modelling the behaviours expected of others?			
Staff	Do we have the right people, in the right roles, with the right mindset? Where are morale, motivation, or engagement at risk? Are there key roles we're not supporting or communicating with enough?			

STRATEGIC PLANNING

ADKAR FRAMEWORK



Element	Team/Individual Status	Enablers	Barriers
Awareness			
Desire			
Knowledge			
Ability			
Reinforcement			

IMPLEMENTATION

CHANGE ROADMAP.

Purpose: Build a shared view of key phases and milestones.

- Draft 3-5 key phases
- Identify milestones, risks and metrics for each one

STAKEHOLDER COMMS & ENGAGEMENT PLAN.

Purpose: Build clarity on how to communicate and engage.

- What do they need to know/feel/do?
- What's the best approach/channel?
- Who delivers it, and when?

BARRIER & ENABLER MAPPING.

Purpose: Diagnose what might derail or enable success

- What are the barriers and enablers?
- What are driving them?
- Who is involved?
- What action will be taken?

EARLY WINS .

Purpose: Identify and plan quick, visible successes

- Brainstorm potential "quick wins."
- Prioritise 3 based on: visibility, strategic alignment and ease of delivery
- For each: define owner, impact, celebration/visibility plan

EVALUATION

DEFINING SUCCESSFUL IMPLEMENTATION

Describe what success would look, feel, and sound like in practice (e.g. behaviours, results, stakeholder sentiment).

- What will people be doing differently?
- What will stakeholders notice?
- What systems or outcomes will confirm success?

PERFORMANCE METRICS AND INDICATORS

Identify at least 3 performance areas aligned to your successful implementation outputs. For each area, define:

- A relevant metric or indicator
- Source of data (quantitative or qualitative)
- Frequency of review
- Owner responsible for measurement

FEEDBACK LOOPS

Map out formal and informal feedback loops for each stakeholder group. For each loop, define:

- What kind of feedback is needed?
- How will it be gathered (e.g. pulse survey, check-in, reflective huddles)?
- How will it be responded to?
- Who is accountable for listening and taking action?

EVALUATION ACTION TIMELINE

Build a 90-day evaluation timeline. Plot key milestones such as:

- Data reviews
- Feedback loop cycles
- Stakeholder updates
- Check-in forums
- Recognition checkpoints
- Assign action owners for each milestone.
- Agree a rhythm for learning