



8 Steps to Implement Change

Successful change management requires implementing multiple phases to ensure the transition runs smoothly. By following these eight steps, we can keep the grant on track while achieving a transition:

1. Identify the change and perform an impact assessment

To begin, first identify the necessary change and make sure that it aligns with grant overall objectives. Once we identify the goal, perform an impact assessment to evaluate how the change will affect all levels of the program. This assessment will provide guidelines on how to implement the change because it shows who faces the most impact and will need the most support or training.

2. Develop a plan

Use the insights we gained in the preparation phase to determine how to implement the changes needed. Create a plan that sets the direction for the program, including how to achieve the necessary changes and ways to measure whether the changes were successful.

Depending on the scope of the change you implement, you may need to include a plan on how you will support employees through this transition. The impact assessment identified the most impacted employees, so your implementation plan also needs to include any type of support or training that these employees may need. Things to consider include coaching, cross-training plans, and open-door policies where employees can ask for help and receive clarification.

3. Communicate the change to employees

To effectively communicate the change to employees, we'll need to develop a communications strategy. In this plan, outline the main messages, identify the audience, and determine who or what medium will deliver this information. Delivering the changes should be concise and available in many formats if possible. Handouts should be provided and a link to the procedure or policy changes should also be provided on the website.

Due to your impact assessment, we will likely already know which level of the organization will be affected most by the change. It is recommended that we communicate with these employees first and most often.

4. Provide reasons for the change

To gain the support of staff when implementing changes, we must demonstrate the necessity of the change. Often, the best way to achieve this is to present data that supports your decision.

5. Seek employee feedback

After communicating the change to staff, offer them the opportunity to provide feedback. We can either schedule times to conduct in-person feedback sessions or send out surveys. Change can make some people nervous, so allowing employees to voice their opinions makes them feel like part of the decision or conversation. Encouraging staff to voice their concerns also allows the opportunity to clear up any misunderstandings and answer any lingering questions.

6. Launch the change

Effective change happens in stages, which ensures that employees are not overwhelmed. Create a timeline

that starts with the aspects that we must complete first, such as employee training, equipment acquisition or software installation. It's helpful to set a deadline for when we want to evaluate the implementation process and determine whether it achieved your intended goals. Depending on how much time we have to implement changes, we may want to consider a pilot program. By having a small group of employees test the change before we implement it program-wide, we increase the likelihood of a successful change.

7. Monitor the change

As we implement change throughout an organization, continue to monitor the process to ensure all of GU staff follow proper implementation procedures.

Try to monitor progress on at least a weekly basis—toward the beginning of implementation, we may even want to review progress daily. Keeping a close watch on the progress will help us fix any mistakes we hadn't anticipated and gauge any other unexpected outcomes from the change.

8. Evaluate the change

Work with staff members to determine how we will measure the success of the implementation. In some situations, we may have quantifiable results that can be easily measured. If we don't have quantifiable data to work with, we may want to brainstorm other ways of measuring success. For instance, we could consider the following points:

- *What was the goal of this change?*
- *What should success look like, given our starting-point goal?*
- *Which areas of our program have improved since the change was implemented?*
- *Are there any areas that have reduced their productivity?*

During the planning phase, we are to set a deadline to evaluate the implementation. When we reach this deadline, the teams should meet to assess the results based on our established guidelines for measuring success.

Determine whether the changes met the goals or made progress toward them. We can also discuss whether the change implementation process worked as intended and determine whether we need to make any improvements. Share the results of the discussion with staff — seeing that they made progress or achieved goals can help motivate them at work.

Implementing Changes Checklist

Step	Date	Assigned to
Identify changes, goals and assess needs		
Develop a Plan		
Communicate Changes		
Provide reasons(why)		
Seek Feedback		
Launch Changes		
Monitor Changes		
Evaluate		

Only when this checklist above has been completed, the Director or Assistant Directors can present the changes to the organization. Changes are to be introduced to the organization during Statewide or Staff Monthly meetings.