OPERATIONS INSIDER

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THE MANAGER'S CHANGE MANAGEMENT QUICK START CHECKLIST

Score one change in twenty minutes, with evidence you can point at.



CLEAR REASON. VISIBLE LEADERS. REAL USE.

START HERE

How to Use This Check

One change, one hour with the sponsor and two leaders from the affected areas, twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Open the real material: the case for change, the plan, the communication plan, the last adoption figures. Walk through one affected area. Do not score from memory.	Score each statement from 0 to 4. Without a document, a board or an answer from the people in the area, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across areas.
3	Mostly in place and visible in the areas.
4	Consistently in place, visible, reviewed and improved.

> **WHY ONE CHANGE**
>
> **An organization does not manage change in general. It introduces this routine, in these areas, with these people. Score a change that is running or about to start, then repeat the check before the rollout.**

Before You Start

- **Change:** a change that affects how at least 30 people work every day, for example a new routine, a new system, a new organization or a new layout.
- **Evidence:** the case for change, the target picture, the stakeholder map, the communication and training plan, the last adoption and pulse figures.
- **Voices:** ask three people in the affected area what changes for them and why. Their answers count more than the plan.

THE CHECK

01 Case and Direction

NO.	CHECK	SCORE 0 TO 4
01	The reason for the change is written in two or three sentences with facts that people in the affected areas recognize from their own work.	
02	A target picture describes what will be different on a normal working day, for each affected group, in observable behaviors.	
03	Three to five measurable objectives with value and date say when the change counts as done.	
04	The scope is clear: which areas, which groups, which processes, and what explicitly does not change.	
05	A sponsor with real authority is named, visible in the areas and spends time on the change every week.	

02 Stakeholders and Leadership

NO.	CHECK	SCORE 0 TO 4
06	Every affected group is listed with what changes for it in process, role, tools and behavior.	
07	Key people and groups are mapped by influence, impact and current support, with a target support and a named owner.	
08	Middle managers and team leaders know their role in the change and were involved before the announcement.	
09	Leaders model the new behavior themselves, and people can name examples from the last two weeks.	
10	Employee representatives are informed early and involved in the way the organization has agreed with them.	

THE CHECK

03 Communication and Involvement

NO.	CHECK	SCORE 0 TO 4
11	A communication plan names message, audience, channel, sender and timing, and it is followed.	
12	The direct supervisor explains the change to the team, not only a central email or a town hall.	
13	There are regular two-way formats where people can ask questions and raise concerns, and they get answers.	
14	Concerns and resistance are recorded, grouped and answered, and patterns lead to changes in the plan.	
15	People who do the work help design the new way of working in the pilot, not only test it.	

04 Capability and Pilot

NO.	CHECK	SCORE 0 TO 4
16	A pilot area tests the change under real conditions before the rollout, with clear criteria for success.	
17	Early wins are planned, visible and communicated with facts within the first eight weeks.	
18	A training plan covers every affected person with explain, show, try and check, close to the workplace.	
19	Leaders and team leaders are coached in the new routines at the workplace, not only trained in a room.	
20	Readiness of each area is assessed before rollout, and areas start only when the criteria are met.	

THE CHECK

05 Measurement and Sustainment

NO.	CHECK	SCORE 0 TO 4
21	Adoption is measured weekly by usage of the new way of working, not by attendance at trainings.	
22	A short pulse survey tracks understanding and support every month and the results are shared with the teams.	
23	Results are linked to business measures such as delivery, quality, safety or cost.	
24	The new way of working is written into standards, job descriptions, leader routines and audits.	
25	The organization knows how many changes hit each group at the same time and limits the load.	

Your Result

BLOCK	POINTS	OUT OF
01 Case and Direction		20
02 Stakeholders and Leadership		20
03 Communication and Involvement		20
04 Capability and Pilot		20
05 Measurement and Sustainment		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how likely the change is to last. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Announced. Slides and emails, the areas wait to see if it lasts.	Write case and target picture with the area leaders.
40 to 59	Pushed. People comply when watched and drift back when not.	Involve team leaders, measure usage every week.
60 to 79	Adopted. Works in most areas, depending on committed leaders.	Answer resistance, coach leaders, write standards.
80 to 100	Embedded. Change is a capability, not an event.	Manage the load of all changes, reuse the method.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check before the rollout and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
CHANGE MANAGEMENT STARTER KIT	The guide for the first 30 days, plus the change plan workbook with stakeholders, plan, adoption and status.
CHANGE MANAGEMENT EXCELLENCE BUNDLE	Playbook, leadership workshop, eight templates, Excel system and a workshop deck.

Both are available at operationsinsider.com.