

Change Management Risk Assessment

- ▶ Up to 70% of transformations fall short without managed risk
- ▶ Learn a practical, repeatable risk assessment approach
- ▶ Identify risks early: resistance, capability gaps, cultural friction
- ▶ Act, don't react — reduce disruption and drive adoption
- ▶ For team managers, change leads, and business teams



Why Change Initiatives Fail



- Weak sponsor alignment and unclear case for change



- Failure to engage employees in co-creation



- Lack of timely feedback and sustained momentum



- Insufficient investment in developing people



- Hidden costs: change fatigue, value leakage, lost momentum



The People Side of Risk



- Project risk tracks delivery; change risk tracks adoption and sustained use



- Four risk dimensions: people, process, technology, governance



- Resistance, capability gaps, workflow disruption, accountability gaps



- Early warning signs: passive resistance, reversion, decision delays



Core Risk Assessment Concepts



- Likelihood and impact framed for change disruption and adoption failure



- Risk appetite and tolerance shape response choices



- Risk owners, accountability, and escalation thresholds



- Consistent scoring enables comparison across categories



LIKELIHOOD



IMPACT

Mapping the Change Landscape



- ▶ Assess scope, affected groups, complexity, and pace



- ▶ Evaluate culture, change history, and leadership capacity



- ▶ Rate change characteristics and organizational attributes



- ▶ Tier the assessment to focus on high-impact risks



Readiness and Risk Identification

- Readiness assessment bridges planning and risk identification
- Use checklists for stakeholder resistance, capacity gaps, workflow disruption
- Interviews reveal behavioral signals and concerns surveys miss



Scoring Likelihood and Impact



- Consistent 1–5 scales across all risk categories



- Compare people and governance risks equally



- Prioritize risks that delay adoption or erode benefits



- Use heat-map bands (Low, Medium, High, Extreme)



SCORE					
	1	2	3	4	5
LIKELIHOOD					
IMPACT					

 LOW	 MEDIUM	 HIGH	 EXTREME
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Building the Risk Register and Heat Map



- Register essentials: owner, score, rating, response, review date



- Heat map visualizes priorities; aligns stakeholders



- Color-coded 5x5 matrix: green, amber, red, dark red



- Auto-calculate scores and ratings with templates



- Adapt templates to change size and maturity

OWNER	SCORE	RATING	RESPONSE	REVIEW DATE

Planning Risk Responses



- Choose from four responses: avoid, reduce, transfer, or accept



- Embed response actions into communication, training, and sponsor plans



- Assign a named owner to every high-priority risk



- Set a regular review cadence from day one to keep risks visible



- Escalate triggers agreed upfront, before issues become crises



Monitoring and Leading Indicators



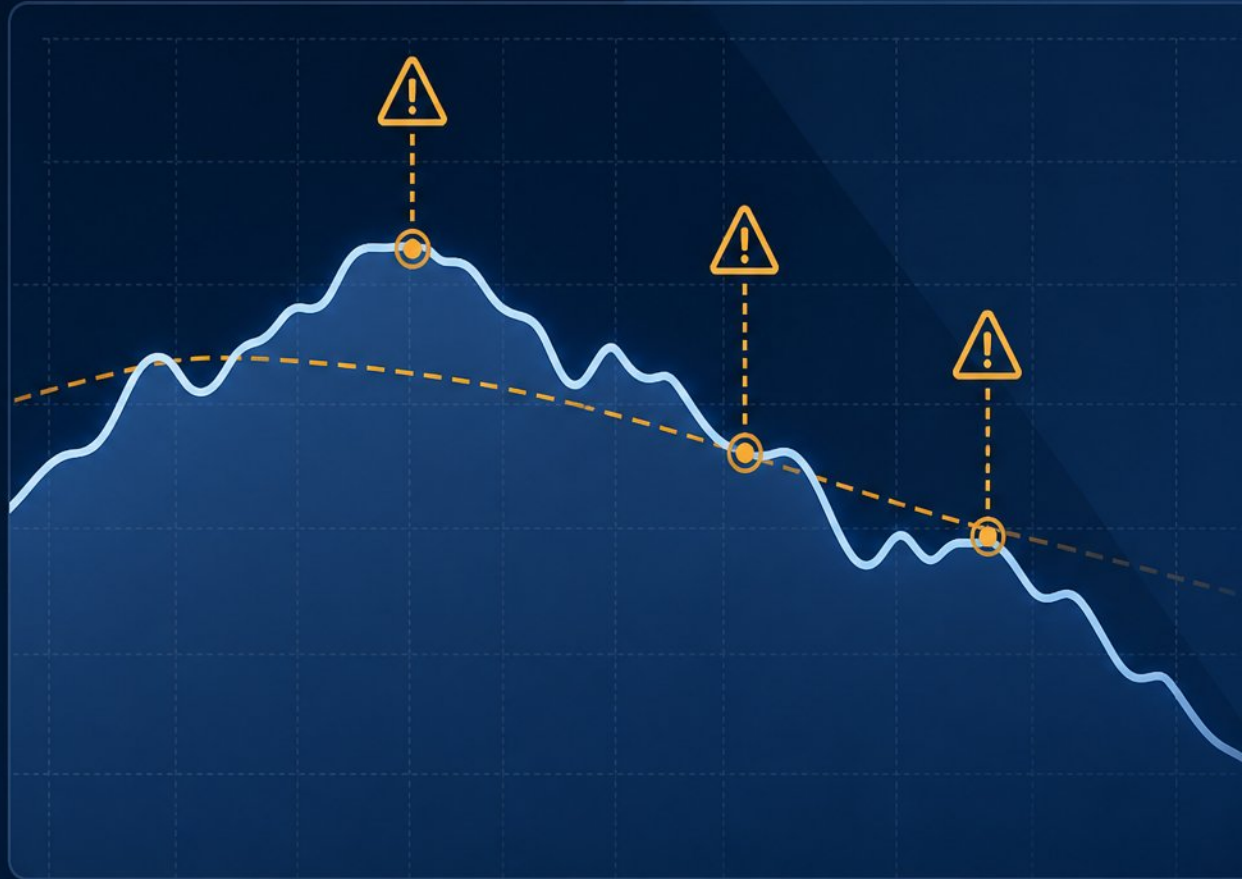
- Track workflow completion, step drop-offs, cohort variance



- Watch workarounds, ticket patterns, reversion under pressure



- Use trigger-based reviews to escalate before crises



Adjusting as Change Progresses



- Reassess at 30 days, 90 days, and pre-go-live milestones



- Use dashboards to track readiness, adoption, and resistance by group



- Monitor leading indicators like workflow completion and drop-offs



- Escalate progress, not just documentation, into adaptive action



Practical Tools and Facilitation

- Reusable templates: change risk register, readiness checklist, heat map
- Heat map uses 5×5 matrix with impact and likelihood scores
- Simple prompts for team risk conversations and stakeholder engagement
- Facilitation prompts uncover blind spots and drive honest dialogue
- Adapt tools for team-level, enterprise, and technology-enabled changes



Worked Example: A Team-Level Change



- ▶ - New invoice process: assess people, process, technology, governance risks
- ▶ - Score likelihood and impact on a 1–5 scale; prioritize top risks
- ▶ - Assign owners and responses: training, phased rollout, hypercare support
- ▶ - Monitor leading indicators: step drop-offs, workarounds, ticket patterns
- ▶ - Common mistake: ignoring resistance signals; treat as diagnostic data

Your Action Plan



- Pick one current or upcoming change to assess



- Choose three high-priority risks with clear responses



- Assign owners, review milestones, and success signals

ACTION PLAN







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