

Change Management Strategy: Goals, Choices, and Tradeoffs

- ▶ - Course scope: define change management strategy for team and change leaders
- ▶ - Core framework: every strategic change involves goals, choices, and tradeoffs
- ▶ - Focus on sequencing and communicating organizational change effectively
- ▶ - Set expectations for leaders who own change decisions and tradeoff analysis
- ▶ - Practical approach: diagnose context, choose strategy, make tradeoffs explicit



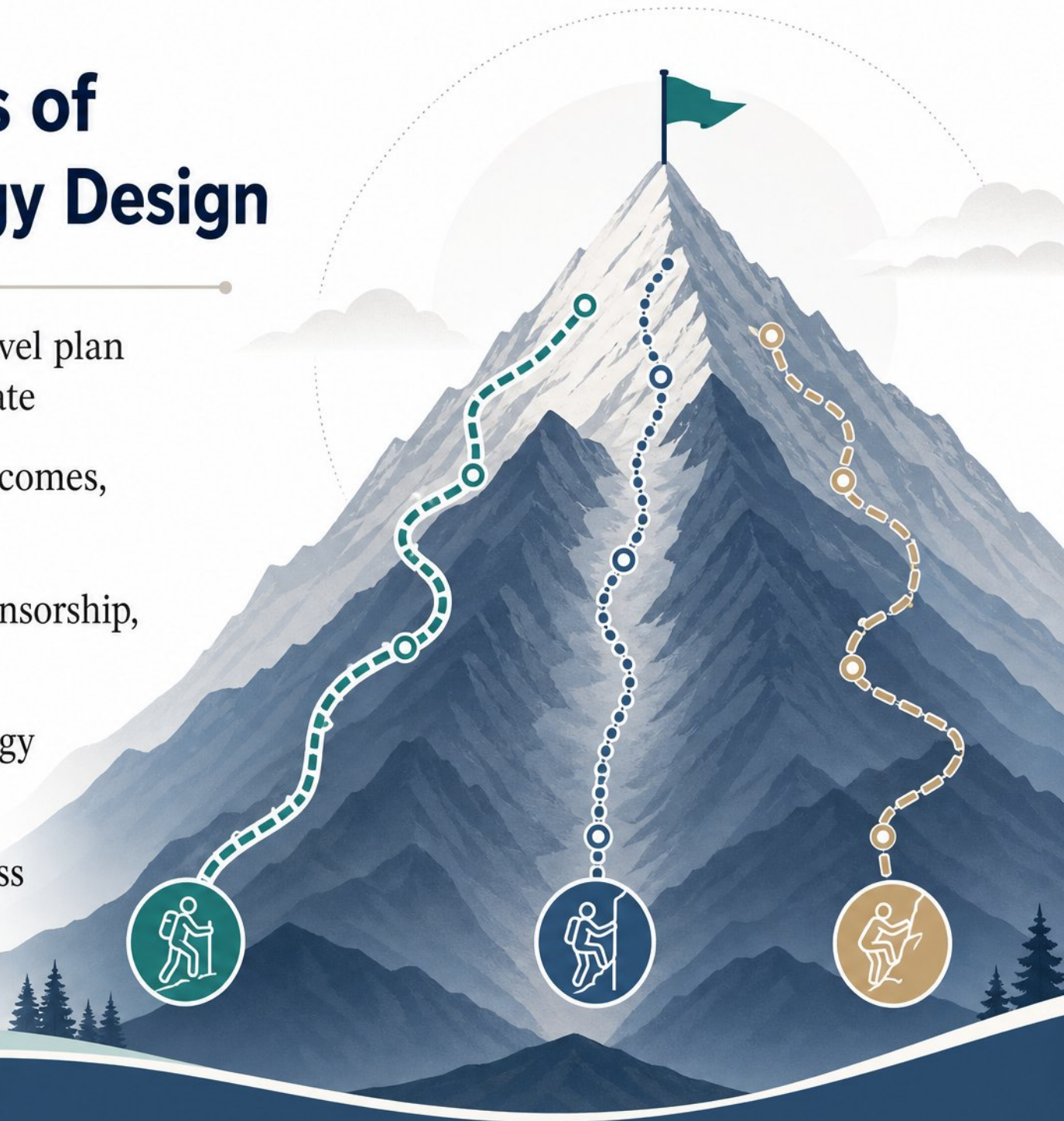
Why Change Strategies Fail Without Clear Goals

- Ambiguous or competing goals erode momentum
- Operational goals $\neq$ strategic transformation goals
- Test goals: Are they specific enough to guide tough choices?
- Clear goals anchor downstream decisions



Core Concepts of Change Strategy Design

- Change strategy: high-level plan from current to future state
- Four drivers: desired outcomes, scope, speed, capability
- Key terms: readiness, sponsorship, adoption, resistance
- Same goal, different strategy depending on context
- Match strategy to readiness and resource capacity



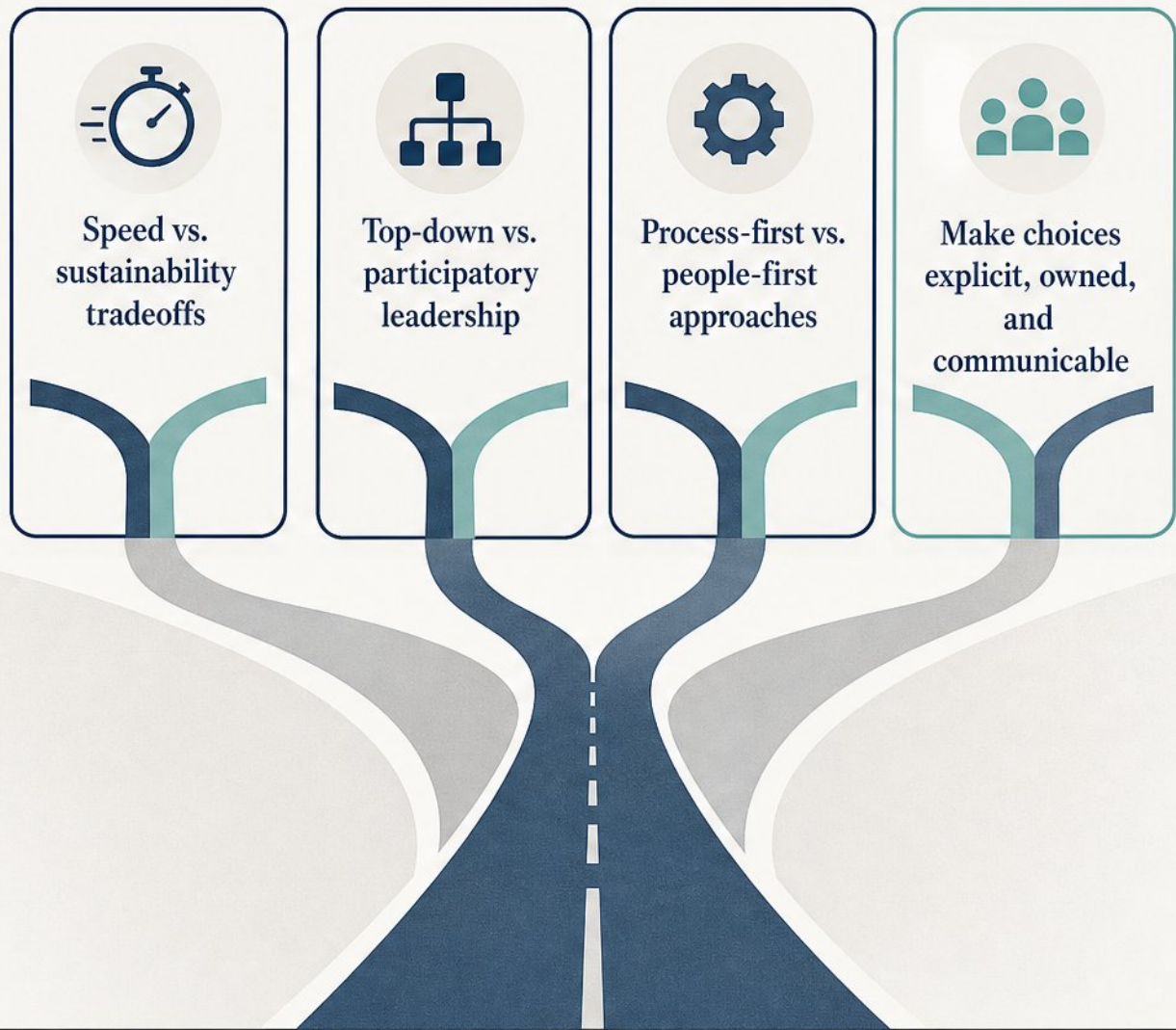
Diagnosing the Change Context

- Apply the four BCG contingencies: structure, networks, scale, certainty
- Map influence paths and assess change readiness before acting
- Estimate adoption effort realistically
- Match strategy to context; avoid one-size-fits-all approaches

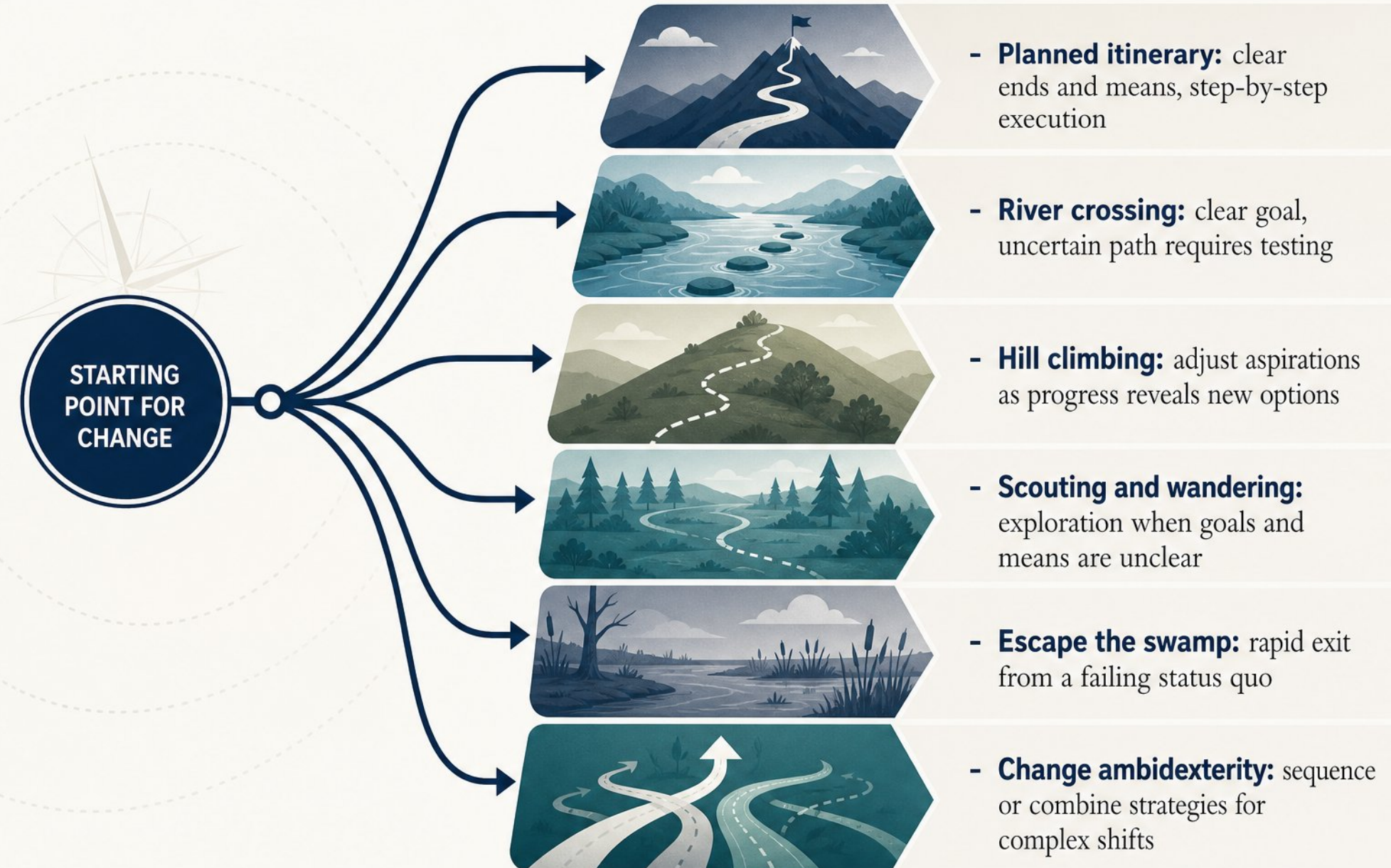


Identifying the Strategic Choices That Matter

- Separate high-impact strategic choices from operational details
- Speed vs. sustainability tradeoffs
- Top-down vs. participatory leadership
- Process-first vs. people-first approaches
- Make choices explicit, owned, and communicable



Mapping Change Strategies: Five Approaches



Making Tradeoffs Explicit

- Every meaningful change strategy sacrifices something valuable
- Name the tradeoff: what we gain, what we give up
- Unspoken tradeoffs cause misalignment and initiative drift
- Explicit choices build trust and reduce stakeholder confusion



A Framework for Tradeoff Decisions

- - Rank options on quantified value, risk reduction, dependencies, capacity, and time-to-benefit
- - Set explicit sacrifice limits and decision rules to prevent re-litigating first principles
- - Apply MCDA, scenario planning, and sensitivity testing to test decision robustness



	Option A	Option B	Option C
 Quantified Value			
 Risk Reduction			
 Dependencies			
 Capacity			
 Time-to-Benefit			



Prioritizing and Sequencing Change Initiatives



- Rank initiatives by value, risk, and capacity constraints



- Sequence to build adoption and capability incrementally



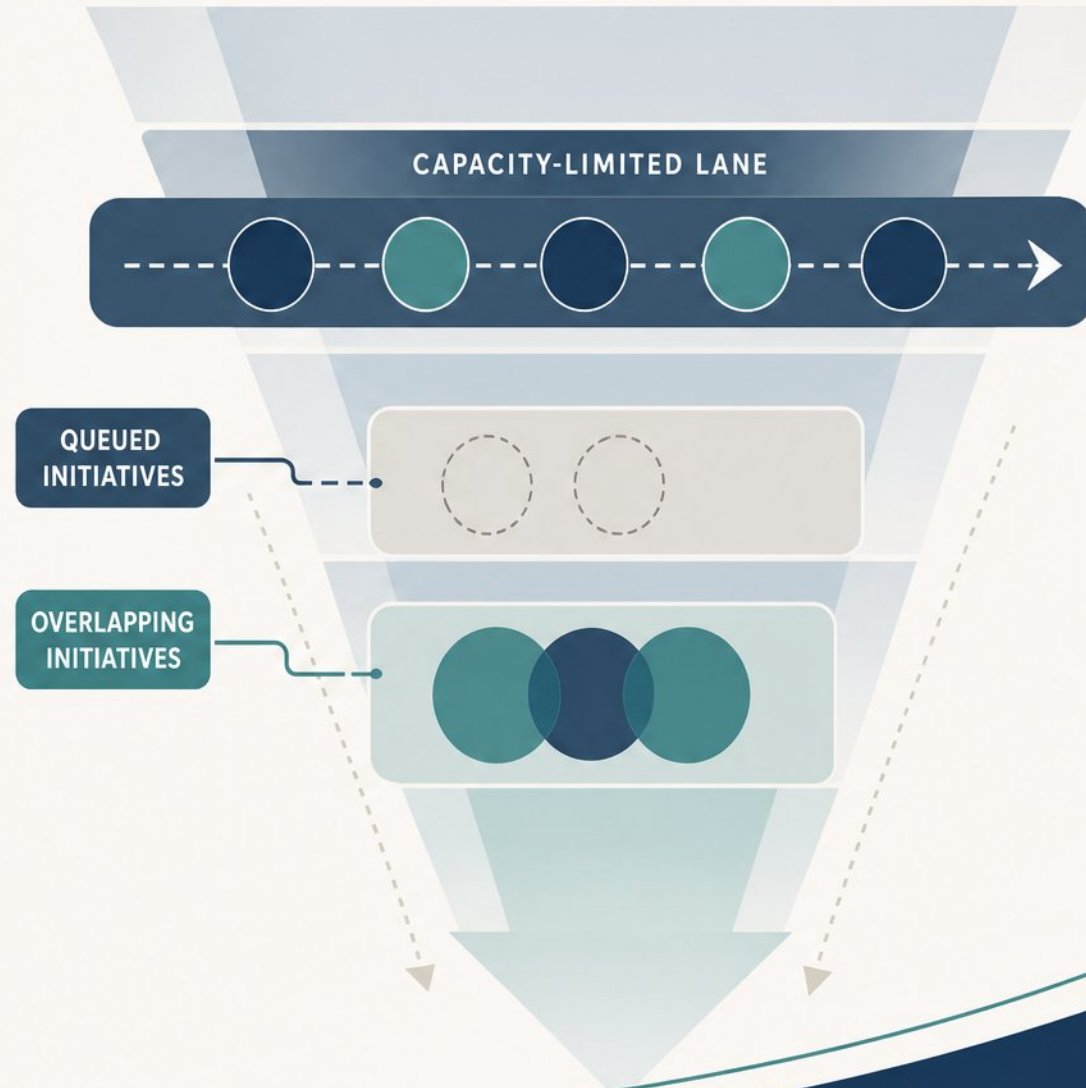
- Align timing with organizational capacity, not enthusiasm



- Order decisions shape risk exposure and momentum



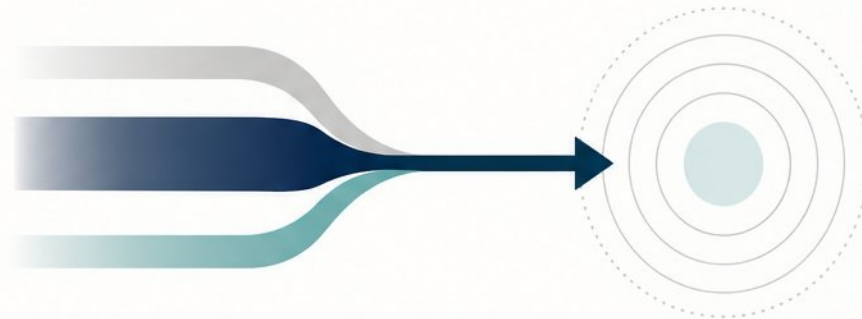
- Prioritize what builds sustainable change capability



Communicating Goals, Choices, and Tradeoffs to Stakeholders

 SPONSORS	 MANAGERS	 AFFECTED EMPLOYEES
 Focus: Strategic impact and alignment This change helps us achieve our strategic priorities by focusing our resources where they matter most. What we chose to give up: Lower-priority initiatives that don't advance our key goals.	 Focus: Execution, resourcing, and tradeoffs We're prioritizing work that drives the greatest value, which means making deliberate tradeoffs in time and resources. What we chose to give up: Lower-impact projects and requests to focus our capacity.	 Focus: Day-to-day impact and support This change is designed to make our work more effective and sustainable for the long term. What we chose to give up: Tasks and processes that don't add value to our work or customers.

- ✓ Communicate what was given up, not just the change
- ✓ Message structure varies: sponsors, managers, employees
- ✓ Transparent tradeoffs build trust and reduce resistance
- ✓ Frame tradeoffs as deliberate choices, not hidden losses
- ✓ Consistent messaging prevents initiative drift



Building a Shared Tradeoff Language



- Create a repeatable decision frame: strategic fit, value-risk, stakeholder value, feasibility



- Use executive language: "We choose X because it advances Y, not optimizing for Z"



- Set explicit sacrifice limits and decision rules to prevent re-litigating first principles



- Document decisions to reduce re-litigation and enable defensible governance



- Name critical tradeoffs, like speed vs. control, before they cause conflict

DECISION FRAME TEMPLATE



STRATEGIC FIT

How does this option advance our strategy?



VALUE-RISK COMPARISON

What value does it create and what risks does it introduce?



STAKEHOLDER VALUE

Who benefits, who is impacted, and how?



FEASIBILITY

Can we do it well with the resources, capabilities, and constraints we have?

Leading with the Step Up, Step Back Approach



- Deep engagement at start, then step back during implementation



- Balance quick wins with durable, lasting progress



- Set clear boundaries to prevent micromanagement and build ownership



- Empower teams to own execution while leaders monitor adoption



Common Pitfalls and How to Avoid Them



- Identify failure modes: unspoken tradeoffs, fictitious capacity, unclear decision rights



- Ground decisions with readiness assessments and capability baselines



- Monitor adoption patterns and refine strategy continuously

unspoken tradeoffs

fictitious capacity

unclear decision rights



Workshop: Applying the Framework to a Real Change Decision



- Define one real strategic change goal



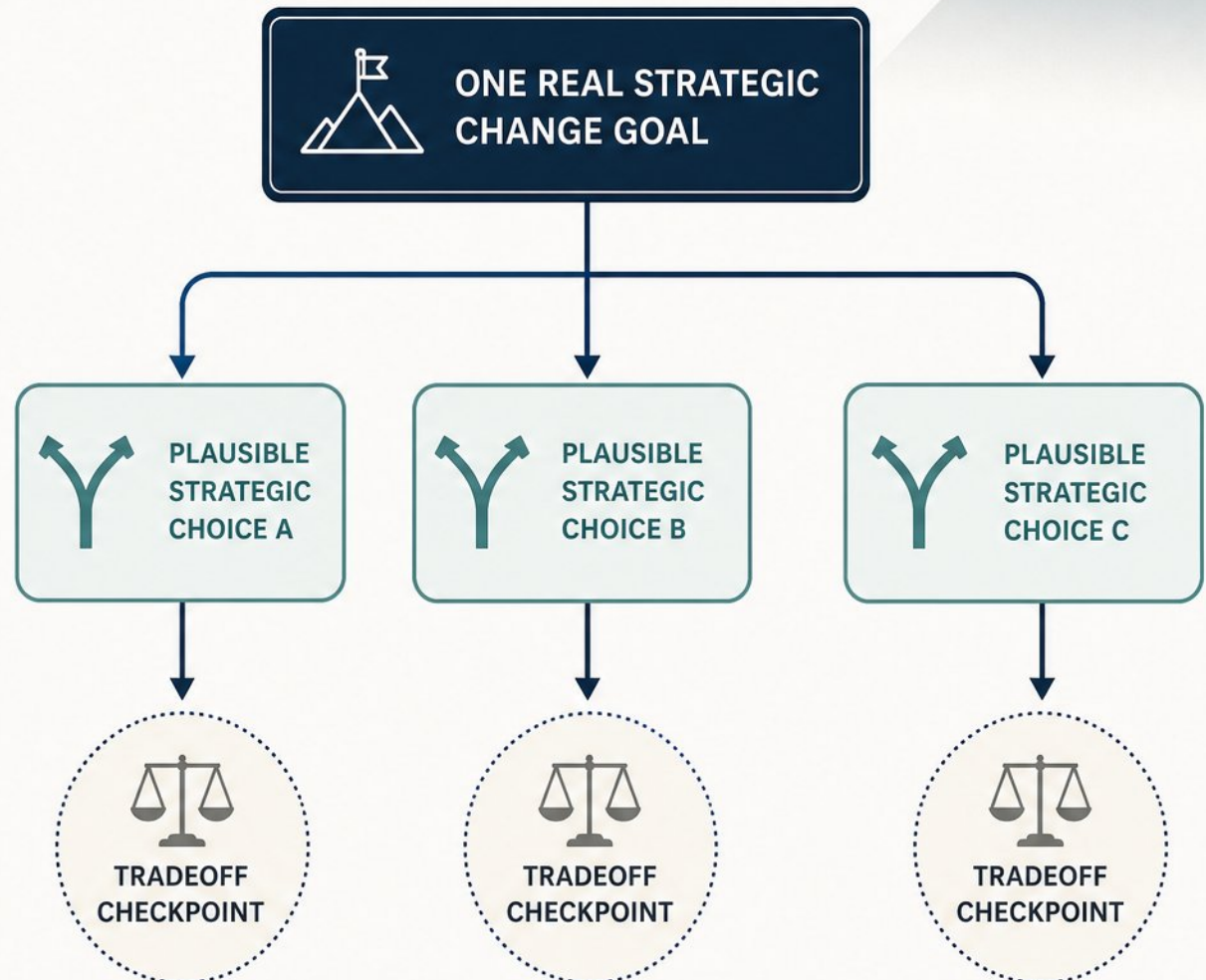
- Identify two to three plausible strategic choices



- Discuss which tradeoff is most acceptable



- Apply the framework to your organizational context



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