Change Management Impact Assessment

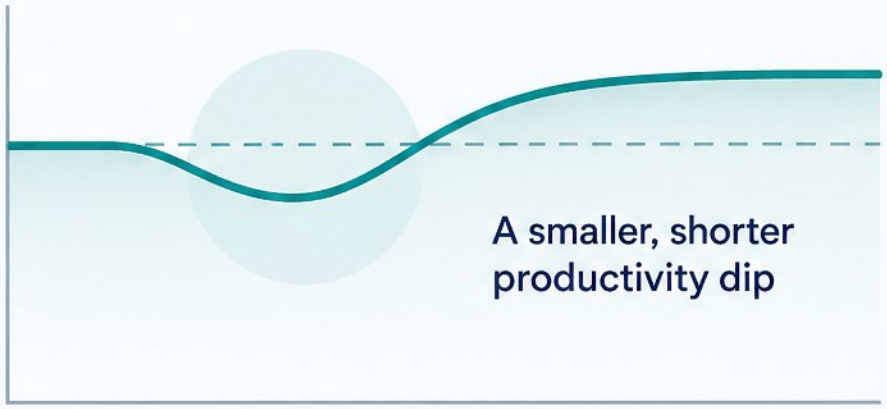
- Structured analysis of how people, processes, technology, data, and workplace are affected
- Translates organization-level change into individual-level impact before go-live
- Starts at change intake and continues through post-implementation review
- Involves change practitioners, people managers, project leads, and operations teams
- Outputs: impact profiles, heat maps, readiness insights, mitigation plans, and adoption measures



Why Impact Assessment Matters: Skipped or Superficial Assessments and Their Costs

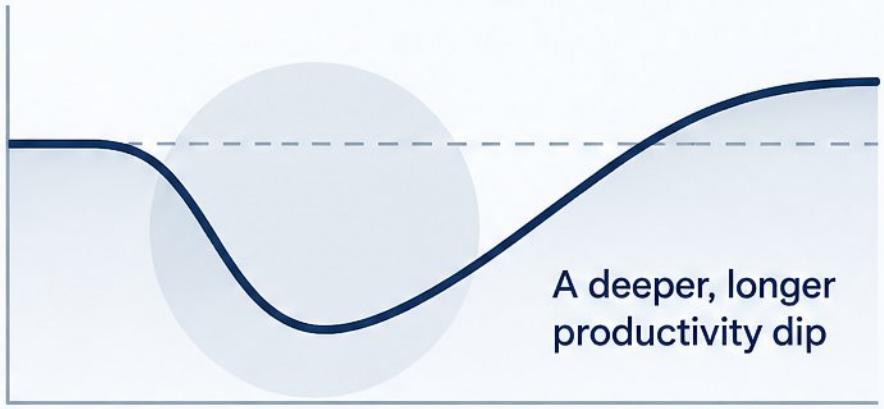
Well-Managed Go-Live

With assessment and support



Unmanaged Go-Live

Without assessment or support



Excellent change management: 7x more likely to meet objectives

Hidden costs: slow proficiency, shadow processes, turnover, repeat spend

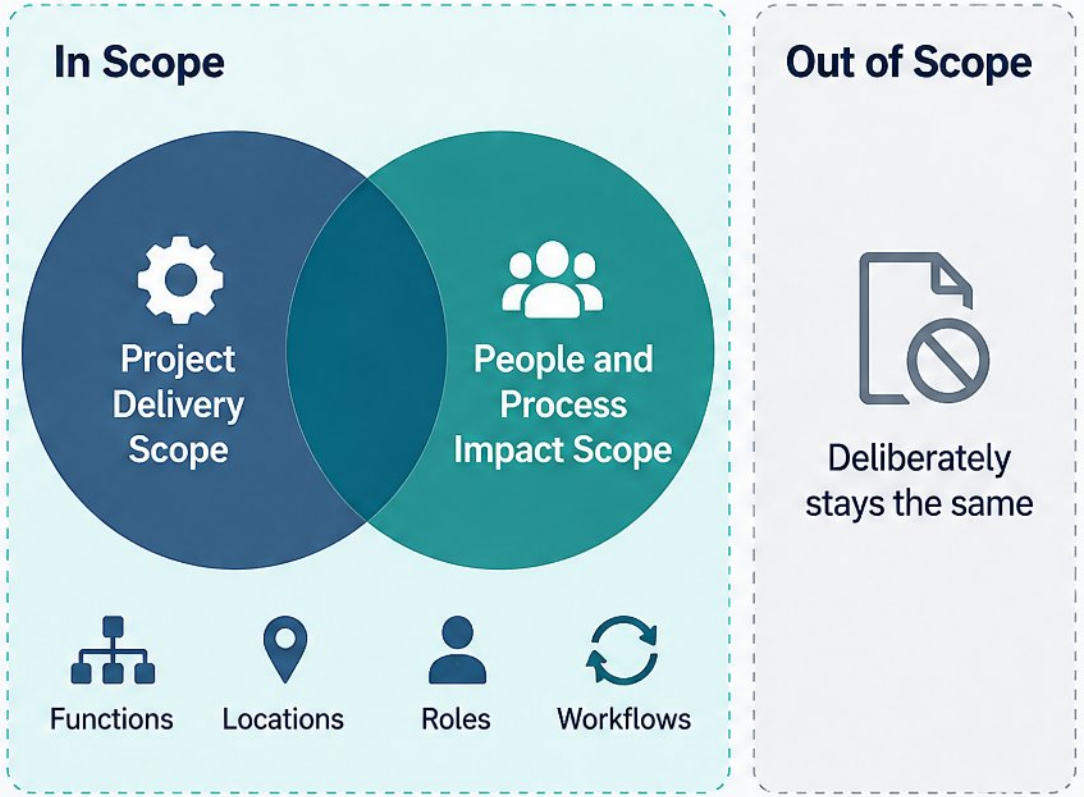
Without discipline, productivity dips 45-65% vs ~15% with support

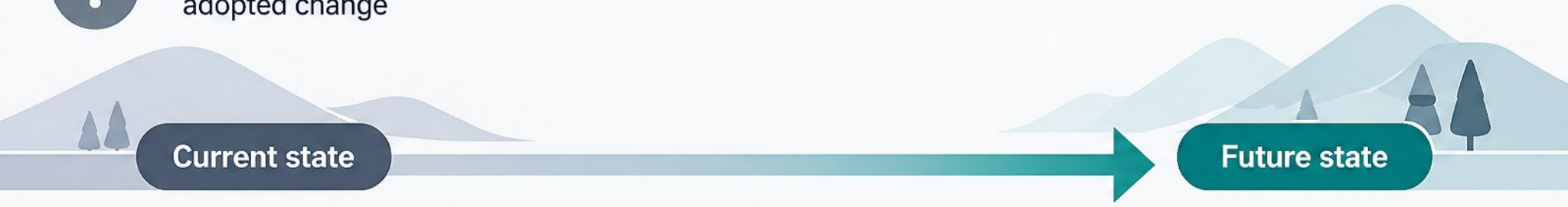
Impact assessment differs from readiness, stakeholder, and risk analysis

A light, repeatable assessment beats a one-off exhaustive study

Fixing Scope: Business Drivers, Boundaries, and Assessment Objectives

- Name the driver: strategic, regulatory, customer, technology, operational — and cost of inaction
- Define in scope, out of scope, and what deliberately stays the same
- Separate delivery scope from people and process impact scope
- Map affected functions, locations, roles, and workflows before data collection
- Agree objectives, success criteria, participants, and sign-off up front
- A technical go-live is not an adopted change





The Dimensions of Impact: People, Process, Technology, Data, and Organization



People: behaviors, skills, roles; headcount, workload, and wellbeing

Process: workflows, handoffs, policies, decision rights, controls, exceptions

Technology and data: systems, tools, integrations, migration, reporting, ownership

Organization and culture: structure, governance, collaboration norms, customer experience

Performance: metrics, service levels, productivity, risk exposure; watch second-order effects

Making Dimensions Concrete: Prosci's 10 Aspects of Change Impact

The 10 Aspects of Change Impact	Yesterday → Tomorrow
processes	→
systems	→
tools	→
job roles	→
critical behaviors	→
mindsets	→
reporting structure	→
performance reviews	→
compensation	→
location	→

Ten aspects: processes, systems, tools, job roles, critical behaviors, mindsets, reporting structure, performance reviews, compensation, location

Yesterday-Tomorrow exercise: describe the work now versus after the change

Rate degree of impact (0–5) per aspect so groups are compared on the same basis

One group barely touched, another disrupted — the framework makes that visible

Start from project artifacts, then validate with the project team and affected groups



Selecting Assessment Methods and Data Sources

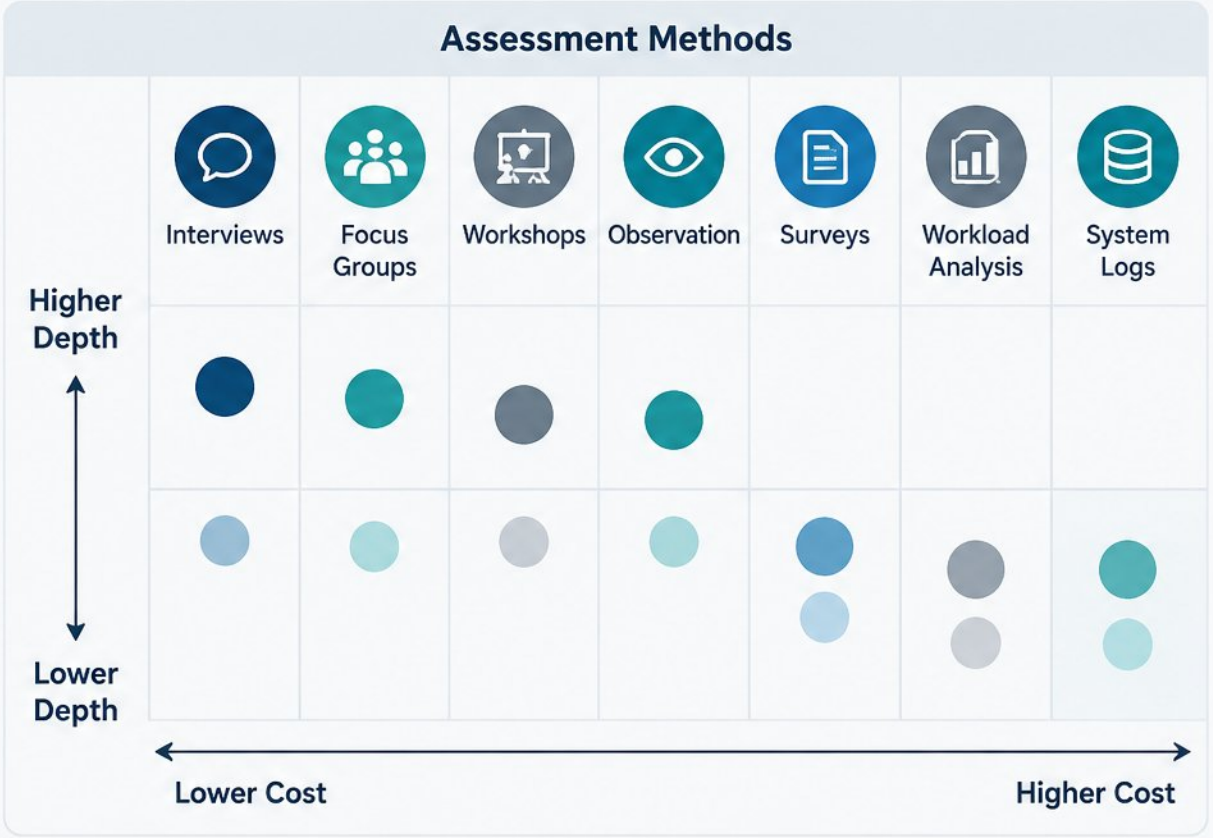
Qualitative: interviews give depth; workshops reach wider groups; surveys suit scale

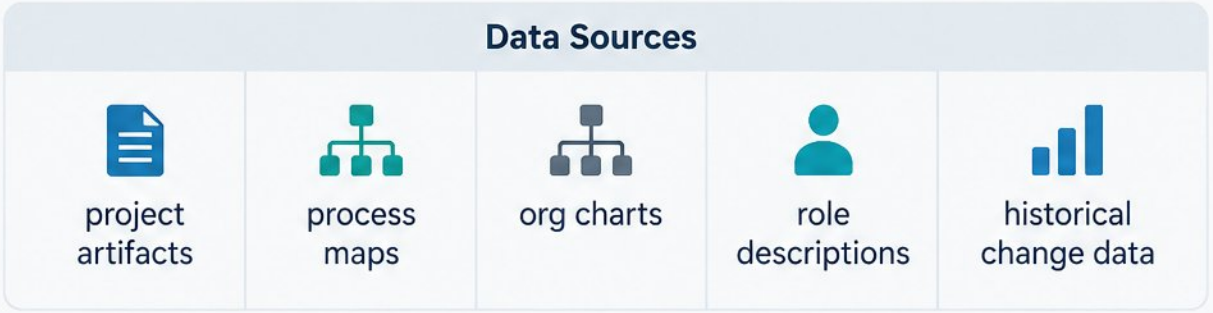
Quantitative: surveys, workload analysis, performance baselines, and system logs

Sources: project artifacts, process maps, org charts, role descriptions, historical change data

Select by change type, timeline, resources, and number of impacted groups

Triangulate methods and validate findings with sponsors and affected groups





Impact Grids and Heat Maps: Rating, Calibration, and Prioritization

- One row per impact: group, dimension, timing, future state
- Rate severity 1–5 with one shared scale, never team-specific
- Priority = severity × criticality; auto-level High / Medium / Low
- Red-amber-green heat maps reveal where change concentrates
- Split groups hit differently: billing operations ≠ billing IT
- Keep rationale, evidence, owner, and date on every rating



Clear insight.
Confident change.

Stakeholder and People Impact: Segments, Personas, and Manager Readiness

Frontline Staff

What changes for this segment



Managers

What changes for this segment



Leaders

What changes for this segment



Manager Readiness

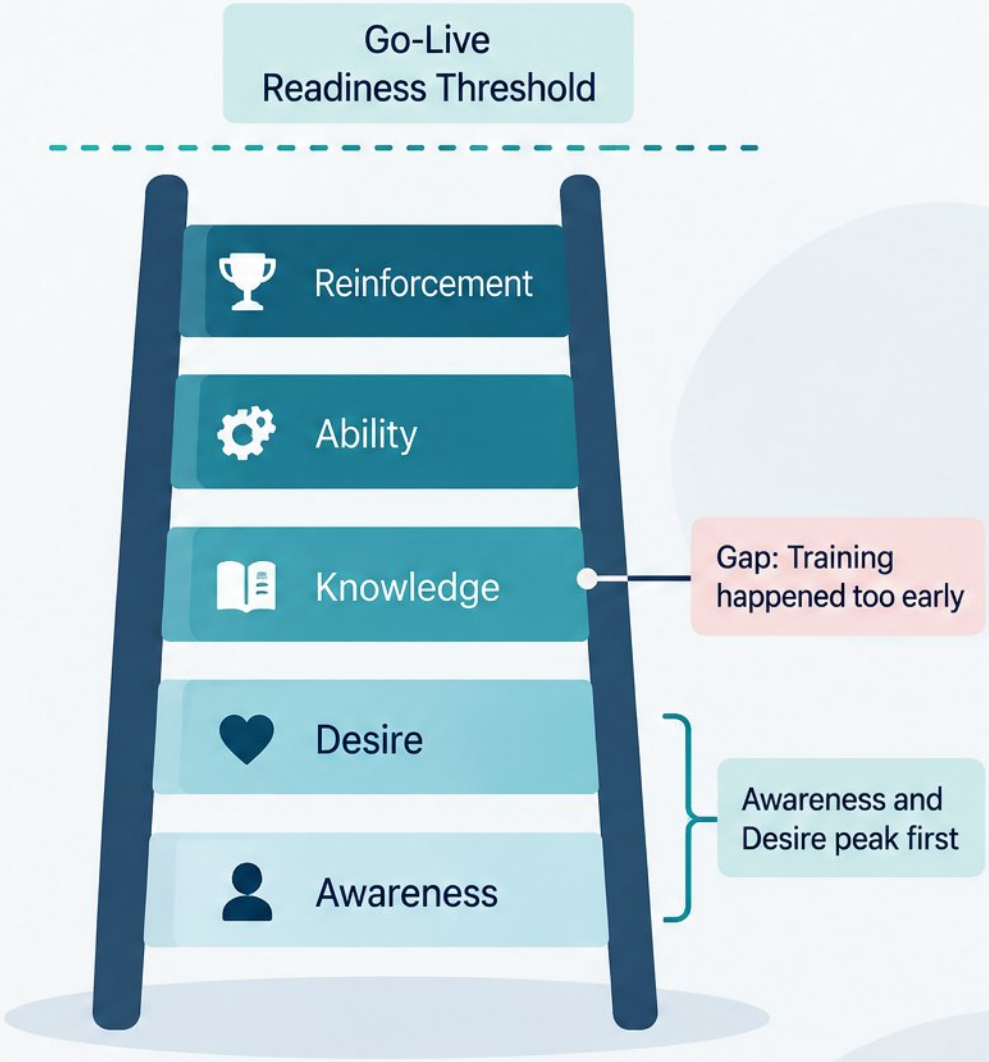
Assess manager readiness separately; coach managers before broad engagement.

- Segment stakeholders by role, influence, exposure, and disposition toward the change
- Build personas for frontline staff, managers, and leaders: what changes for each
- Use impact findings to identify skill gaps and shape training needs
- Watch workload: parallel running, data cleansing, and testing hit the same people



Risk, Readiness, and Gap Analysis with ADKAR

- Convert impact findings into rated change risks and failure modes
- Score each group on Awareness, Desire, Knowledge, Ability, Reinforcement
- Compare against go-live thresholds; Awareness and Desire peak first
- Diagnose gaps by dimension, segment, and sequence order
- Link each gap to a root cause and a targeted intervention



Quantifying Impact: Productivity, Cost, and the Business Case

- Ask: what would benefits be if adoption and usage were 0%?
- People-dependent value often represents 50–80% of expected return
- Price the adoption curve: productivity dip, training, support, rework
- Poor adoption costs far more than the change support investment
- Present metrics in business-value language: baselines, assumptions, confidence

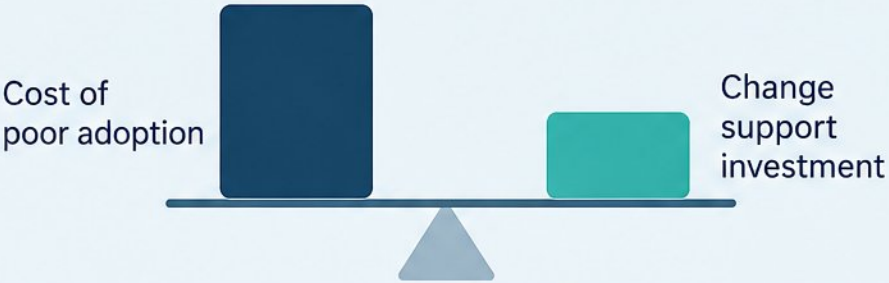
Benefit Realization



People-dependent value often represents 50–80% of expected return

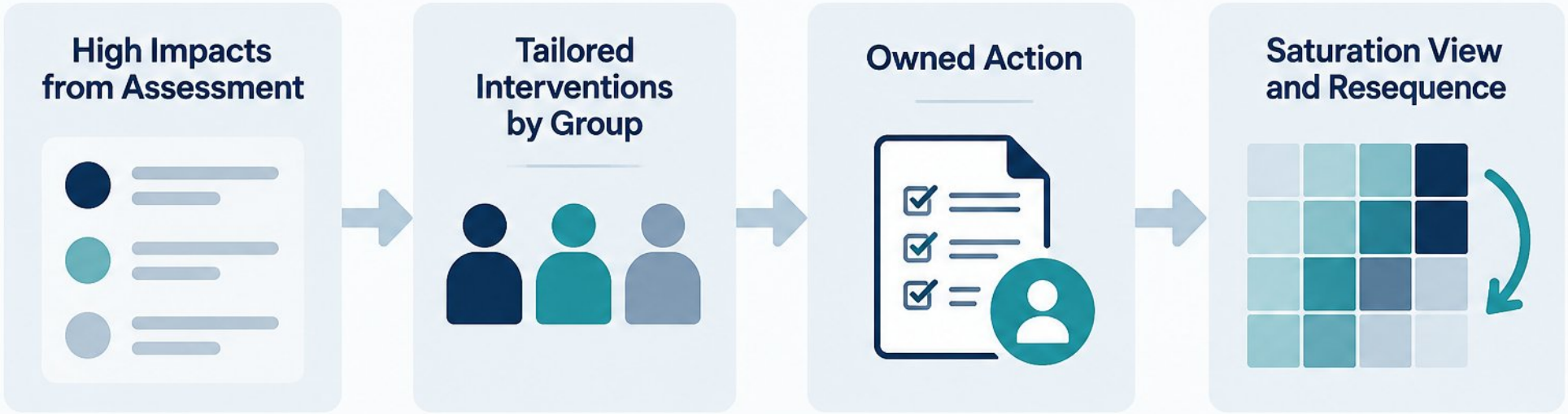
Technology-dependent value

Cost Comparison





From Assessment to Action: Tailored Interventions and Governance



Turn each high impact into an owned action with a due date and success measure

Tailor communication, training, coaching, and reinforcement by affected group

Stack impacts by group and timing to spot saturation; resequence where groups are overwhelmed

Embed change actions in project and operational delivery plans, not a parallel workstream

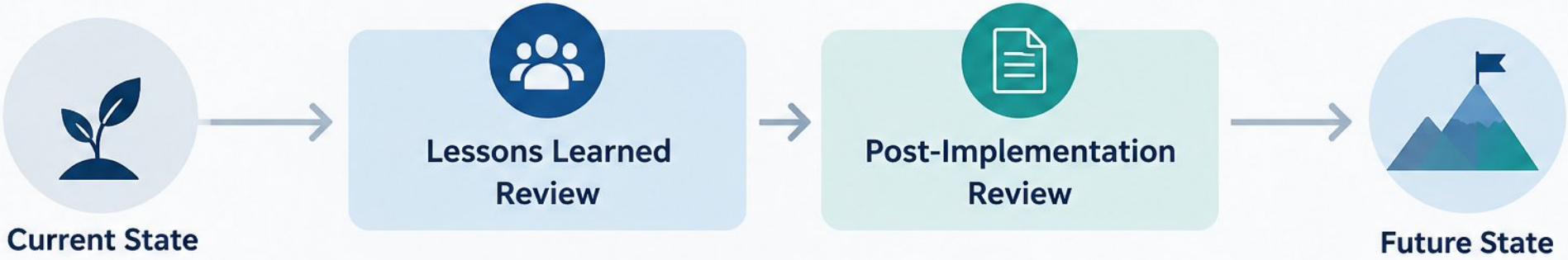
Set governance: review cadence, decision rights, escalation path, and a dated change log

Tracking Adoption After Go-Live: Measures and Reassessment Triggers

- Go-live is not adoption; agree measures, definitions, owners, and thresholds before cutover
- Core measures: usage by role and site, workarounds, process conformance, benefits vs. baseline
- Supporting measures: support demand by type, proficiency, data quality, breadth of use, user confidence
- Reassess when scope or pace shifts, resistance signals, or lingering workarounds appear
- Retire workarounds and legacy access deliberately; hand measures to named process owners



Post-Implementation Review and Lessons Learned



- Run a lessons learned review at delivery close, while the change team is still in place
- Hold a post-implementation review at sustain close, once benefits are visible
- Be objective and blame-free, so honest findings and reusable improvements surface
- Test against the original business case: objectives met, vision reflected, benefits realized, value for money
- Update the impact model and rating criteria with what reality showed
- Feed lessons into organization-level templates, so the next assessment starts stronger

Building a Repeatable Impact Assessment Practice: Your 30-60-90 Day Plan

Days 0–30

- Set one rating scale, one impact grid template, one heat map convention

Days 31–60

- Pilot on a live initiative; refine from actual use, not theory

Days 61–90

- Lock roles and decision rights across change, project, operations, HR/L&D



- Measure the practice: assessment coverage, timeliness against go-live, decisions changed

- Build reusable question banks, rating criteria, and examples; revisit maturity annually

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