

## Change Leadership Checklist

*This checklist is a tool for leaders and managers to apply John Kotter's 8 step methodology to their business.*

	<b>STEP ONE CHECKLIST</b>	<b>Yes</b>	<b>No</b>	<b>Next Steps (If 'No')</b>
<b>1</b>	Do I have a clear understanding of the external drivers for the change - have I examined the market, the competitive realities?			
<b>2</b>	Have I clearly identified and articulated a current/potential crisis or opportunity- the burning platform for the change?			
<b>3</b>	Do I have a robust and compelling business case?			
<b>4</b>	Have I used consultants/external resources appropriately, e.g. to bring in a fresh perspective, to provide benchmarking data, to have uncomfortably honest discussions at senior management meetings?			
<b>5</b>	Have I considered using targets and goals to create a sense of urgency?			
<b>6</b>	Do I know how our customers, suppliers and other key external stakeholders view the change?			
<b>7</b>	Have I understood which key internal stakeholders might support or resist the change?			
<b>8</b>	Do I have a communication plan for staff about the identified platform for change, be it an issue or a crisis or an opportunity?			
<b>9</b>	Have I used a variety of effective communication methods to engage with staff- informal exchanges, one-on-one discussions, team briefings, town hall meetings, memos, newsletters, etc.?			
<b>10</b>	Have I touched the hearts and minds of middle management?			
<b>11</b>	Have I persuaded 75% of the organisation that the status quo is unacceptable?			
<b>12</b>	Do I understand the nature, type and risk profile of the change?			

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	STEP TWO CHECKLIST	Yes	No	Next Steps (If 'No')
<b>1</b>	<p>Does the Steering Committee have:</p> <ul style="list-style-type: none"> <li>• Strong position power?</li> <li>• Broad expertise?</li> <li>• High credibility?</li> <li>• Strong leadership?</li> <li>• The ability to make change happen?</li> </ul> <p>If not, and if there are no alternatives, have I developed and implemented mitigation plans?</p>			
<b>2</b>	<p>Does the Implementation Team have:</p> <ul style="list-style-type: none"> <li>• The relevant technical/functional expertise?</li> <li>• High personal credibility?</li> <li>• Strong leadership?</li> <li>• Good change leadership and communication skills?</li> <li>• Energy and enthusiasm?</li> </ul> <p>If not, and if there are no alternatives, have I developed and implemented mitigation plans?</p>			
<b>3</b>	<p>Does the Support Team have:</p> <ul style="list-style-type: none"> <li>• Appropriate OD/change management skills?</li> <li>• HR skills to deal with people impact (ranging from recruitment, to job changes, to terminations, to competency acquisition)?</li> <li>• Personal credibility?</li> <li>• Energy and enthusiasm?</li> </ul> <p>If not, and if there are no alternatives, have I developed and implemented mitigation plans?</p>			
<b>4</b>	<p>Do these teams function effectively with regard to the following aspects:</p> <ul style="list-style-type: none"> <li>• Regular meetings with well-managed agendas and quick decisions?</li> <li>• Appropriate resourcing – no obvious gaps?</li> <li>• High levels of openness, trust and cooperation with a focus on common goals?</li> </ul>			
<b>5</b>	<p>Have I developed a common goal or mandate for the change implementation?</p> <ul style="list-style-type: none"> <li>• Have I gained input from key stakeholders?</li> <li>• Have I gathered the support from well-placed blockers?</li> </ul>			
<b>6</b>	<p>Have I allocated appropriate resources and clarified roles for the various teams involved?</p> <ul style="list-style-type: none"> <li>• The Steering Committee</li> <li>• The Implementation Team</li> <li>• The Support Team</li> <li>• External parties (e.g. consultants)</li> </ul>			

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	STEP THREE CHECKLIST	Yes	No	Next Steps (If 'No')
<b>1</b>	Have I created an effective vision/end state picture? Is it: <ul style="list-style-type: none"> <li>• Imaginable?</li> <li>• Feasible/sensible/information based?</li> <li>• Desirable/inspirational, but not too grand?</li> <li>• Focused?</li> <li>• Flexible/sufficiently broad?</li> <li>• Communicable in five minutes?</li> </ul>			
<b>2</b>	Are the change teams working with this vision over time, to internalise it, to make it real, to make it effective?			
<b>3</b>	Are the visioning and planning processes accepted as being iterative and ongoing?			
<b>4</b>	Does my communication plan address all internal and external stakeholders?			
<b>5</b>	Does my communication plan identify the appropriate level, medium and frequency of communication for each stakeholder group?			

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	<b>STEP FOUR CHECKLIST</b>	<b>Yes</b>	<b>No</b>	<b>Next Steps (If 'No')</b>
<b>1</b>	Do we have our fingers on the pulse of key stakeholders and their evolving views on the change?			
<b>2</b>	Is the vision free of jargon and complex language? Do staff think the vision is clear and compelling?			
<b>3</b>	Can you translate the vision into powerful verbal and visual images?			
<b>4</b>	Have executive managers been communicating the vision?			
<b>5</b>	Did the communication of the vision emphasise short-term sacrifices and costs?			
<b>6</b>	Are important people – formal and informal leaders – seen to be living the vision?			
<b>7</b>	Have you engaged in two-way communication with staff about the vision and strategy?			
<b>8</b>	Have managers whose communications are inconsistent with the change process been identified and addressed/negotiated with sensitivity?			

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	<b>STEP FIVE CHECKLIST</b>	<b>Yes</b>	<b>No</b>	<b>Next Steps (If 'No')</b>
<b>1</b>	Are our key stakeholders leading the implementation process?			
<b>2</b>	Is there a strong shared sense of purpose in the organisation, with a common understanding of the desired end state?			
<b>3</b>	Have we identified blockages to our end state vision? For example, in: <ul style="list-style-type: none"> <li>• Structures?</li> <li>• Management processes?</li> <li>• Core business processes?</li> <li>• Measures and targets?</li> <li>• Skills?</li> <li>• Information systems?</li> </ul>			
<b>4</b>	Have we removed some of these blockages, and communicated this? For the rest, have we developed and communicated medium- to longer-term plans for the removal/alignment of other barriers? In the interim, do we have a mitigation plan, i.e. how to work around these blockages?			
<b>5</b>	Have we dealt effectively with well-placed resistors?			
<b>6</b>	Have we clearly defined roles so that staff know what is expected of them?			
<b>7</b>	Have priorities been clarified to ensure that people invest sufficient time in the change process?			
<b>8</b>	Are we – and how are we – constantly reviewing the implementation process?			
<b>9</b>	Are the champions/change agents/super-users playing the appropriate roles?			

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	STEP SIX CHECKLIST	Yes	No	Next Steps (If 'No')
<b>1</b>	Have we actively identified short-term wins with regard to performance?			
<b>2</b>	In the absence of performance wins, have we actively identified process wins?			
<b>3</b>	Have these short-term wins been achieved and dealt with in a way that created energy?			
<b>4</b>	Do we have enough change agents for the post-implementation period? <ul style="list-style-type: none"> <li>• Are they the right people?</li> <li>• Are they doing the right things?</li> <li>• Are we maintaining their energy levels?</li> </ul>			
<b>5</b>	Is an anchoring plan in place that provides a short-term (e.g. 100-day) focus? <ul style="list-style-type: none"> <li>• Are we deliberately managing to this plan?</li> <li>• Are we course-correcting it as we go to ensure the change is anchored?</li> </ul>			

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	<b>STEP SEVEN CHECKLIST</b>	<b>Yes</b>	<b>No</b>	<b>Next Steps (If 'No')</b>
<b>1</b>	Have we reminded ourselves of the project deliverables? Have the implementation and anchoring processes resulted in these deliverables?			
<b>2</b>	Have we used short-term wins on an ongoing basis to tackle additional and bigger changes?			
<b>3</b>	Have we continued to ensure appropriate consequences for compliance and for non-compliance?			
<b>4</b>	Have we anchored the change agents/champions into the organisation, in key/appropriate roles, where they can continue to facilitate the anchoring process?			
<b>5</b>	Have we ensured that additional people are brought in, or developed, to help lead and implement the change process?			
<b>6</b>	Have we ensured that key leaders are maintaining their communications on this change – a clear vision, a sense of urgency, straight messages about performance and underperformance against our change objectives?			
<b>7</b>	Have we identified interdependencies that must be aligned, in terms of structures, processes, systems, staff, skills, styles?			
<b>8</b>	Have we ensured that the change is anchored in appropriate people processes: performance management, career management, relevant policies and procedures, etc.?			

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	<b>STEP EIGHT CHECKLIST</b>	<b>Yes</b>	<b>No</b>	<b>Next Steps (If 'No')</b>
<b>1</b>	Has the Steering Committee formally focused on changing norms and values to support the change?			
<b>2</b>	Has this change been noticed (e.g. formally communicated, discussed) by the organisation at large?			
<b>3</b>	Have results been leveraged to create additional change?			
<b>4</b>	Has there been a conscious attempt to relate specific changes in behaviours and attitudes to improved performance?			
<b>5</b>	Has enough time been allowed for the change process to deliver results?			