

## Standard for Change Management<sup>®</sup>

### The Five Change Management Process Groups

Inputs / Process / Outputs

5.1 Evaluate Change Impact and Organizational Readiness		
The processes in this group are designed to access, evaluate, and anticipate an organization and its stakeholders' readiness, ability, and capacity to undergo a transition from the current state to a future state.		
INPUTS	PURPOSE	OUTPUTS
<ul style="list-style-type: none"> <li>• Business Case</li> <li>• Research</li> <li>• Charter</li> <li>• Strategic Plan</li> <li>• Success Measures</li> </ul>	<p><b>1. Define the Change</b> – Discern and specify the change the organization intends to adopt to meet a strategic objective.</p>	<ul style="list-style-type: none"> <li>• Change Definition</li> <li>• Charter</li> </ul>
<ul style="list-style-type: none"> <li>• Business Case</li> <li>• Change Definition</li> <li>• Charter</li> <li>• Strategic Plan</li> <li>• Success Measures</li> </ul>	<p><b>2. Determine Why the Change is Required</b> – Explain the current opportunity, risks or consequences, and benefits.</p>	<ul style="list-style-type: none"> <li>• Business Case</li> <li>• Charter</li> </ul>
<ul style="list-style-type: none"> <li>• Organizational Vision, Mission, Values</li> <li>• Business Case</li> <li>• Change Definition</li> <li>• Strategic Plan</li> </ul>	<p><b>3. Develop a Clear Vision for the Future State</b> – Facilitate the development of the organization's operating state after the change has been adopted.</p>	<ul style="list-style-type: none"> <li>• Vision Statement</li> </ul>
<ul style="list-style-type: none"> <li>• Business Case</li> <li>• Charter</li> <li>• Strategic Plan</li> <li>• Vision Statement</li> <li>• Change Definition</li> </ul>	<p><b>4. Identify Goals, Objectives, and Success Criteria</b> – Provide tangible, concrete, measurable, and manageable goals that represent planned progress toward the adoption of the future state.</p>	<ul style="list-style-type: none"> <li>• Change Objectives and Goals</li> <li>• Success Criteria and Measures</li> </ul>
<ul style="list-style-type: none"> <li>• Change Definition</li> <li>• Charter</li> <li>• Stakeholder Analysis</li> <li>• Current Organizational Charts and Profiles</li> </ul>	<p><b>5. Identify Sponsors Accountable for the Change</b> – Connect the change to its owners and determine accountability requirements.</p>	<ul style="list-style-type: none"> <li>• Change Objectives and Goals</li> <li>• Success Criteria and Measures</li> </ul>
<ul style="list-style-type: none"> <li>• Change Definition</li> <li>• Vision Statement</li> <li>• Current Organizational Charts and Profiles</li> <li>• Research</li> <li>• Charter</li> </ul>	<p><b>6. Identify Stakeholders Affected by the Change</b> – Identify stakeholder attributes, such as level of influence, commitment, or rules, and determine the size, scope, and complexity of the change's impact on key individuals and groups.</p>	<ul style="list-style-type: none"> <li>• Stakeholder Analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Change Definition</li> <li>• Vision Statement</li> <li>• Research</li> <li>• Stakeholder Analysis</li> </ul>	<p><b>7. Assess the Change Impact</b> – Analyze how stakeholders will be impacted by the change and the change's impact on people, processes, tools, organizational structure, roles, and technology.</p>	<ul style="list-style-type: none"> <li>• Change Impact Assessment</li> </ul>
<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Current Vision Statement</li> <li>• Future State Vision Statement</li> <li>• Case for Change</li> <li>• Risk Plan</li> </ul>	<p><b>8. Assess Alignment of the Change with Organizational Strategic Objectives and Performance Measurement</b> – Anticipate the impact of the expected benefits on the organization's strategic goals and objectives.</p>	<ul style="list-style-type: none"> <li>• Organizational Alignment Assessment</li> <li>• Modifications to Organizational and Enterprise Performance Targets (Goals and Objectives)</li> <li>• Modifications to Strategic Plan</li> <li>• Modification of Business Case</li> <li>• Modification of Vision Statement</li> </ul>

<ul style="list-style-type: none"> <li>• Business Case</li> <li>• Vision Statement</li> <li>• Strategic Plan</li> </ul>	<b>9. Assess External Factors that May Affect Organizational Change</b> – Identify the customer, market, social, legal, economic, political, technological, and other factors outside the organization that may influence stakeholder adoption of the future state.	<ul style="list-style-type: none"> <li>• External Environment Impact Assessment</li> </ul>
<ul style="list-style-type: none"> <li>• Core Values and Behaviors</li> <li>• Current Communication Channels, Tools, and Methods</li> <li>• Opinion Surveys and Feedback Assessments</li> <li>• Vision Statement</li> </ul>	<b>10. Assess Organization Culture(s) Related to the Change</b> – Determine the cultural elements within the organization that may help or hinder the change direction and achievement of expected benefits.	<ul style="list-style-type: none"> <li>• Culture Assessment</li> </ul>
<ul style="list-style-type: none"> <li>• Competency Assessment</li> <li>• Culture Assessment</li> <li>• Organization’s Historical Experience with Change</li> <li>• Stakeholder Assessment</li> <li>• External Environment Impact Assessment</li> <li>• Change Impact Assessment</li> <li>• Inventory of Chang-Related Resources</li> </ul>	<b>11. Assess Organizational Capacity for Change</b> – Determine the ability of the various stakeholders impacted by the change to adopt the change and move toward the future state.	<ul style="list-style-type: none"> <li>• Organizational Change Capacity Assessment</li> </ul>
<ul style="list-style-type: none"> <li>• Change Objectives and Goals</li> <li>• Culture Assessment</li> <li>• Organizational Change Capacity Assessment</li> <li>• Organizational Alignment Assessment</li> <li>• Sponsorship Alignment Assessment</li> <li>• Vision Statement</li> <li>• Risk Assessment</li> </ul>	<b>12. Assess Organizational Readiness for Change</b> – Determine the organization’s preparedness for change activities.	<ul style="list-style-type: none"> <li>• Organizational Change Readiness Assessment</li> </ul>
<ul style="list-style-type: none"> <li>• Change Objectives and Goals</li> <li>• Culture Assessment</li> <li>• Organizational Change Capacity Assessment</li> <li>• Sponsorship Alignment Assessment</li> <li>• Stakeholder Analysis</li> <li>• Current Communication Channels, Tools, &amp; Methods</li> <li>• Vision Statement</li> <li>• Risk Assessment</li> </ul>	<b>13. Assess Communication Needs, Communication Channels, and Ability to Deliver Key Messages</b> – Determine the communication effort required to support the transition to the future state.	<ul style="list-style-type: none"> <li>• Communication Needs Assessment</li> </ul>
<ul style="list-style-type: none"> <li>• Stakeholder Analysis</li> <li>• Change Impact Assessment</li> <li>• Communication Needs Assessment</li> <li>• Culture Assessment</li> <li>• Organizational Change Capacity Assessment</li> <li>• Organizational Alignment Assessment</li> </ul>	<b>14. Assess Learning Capabilities</b> – Determine the scale, magnitude, and complexity of the learning and development needed to ensure that the future state is successfully achieved.	<ul style="list-style-type: none"> <li>• Learning Needs Assessment</li> </ul>
<ul style="list-style-type: none"> <li>• Stakeholder Analysis</li> <li>• Change Impact Assessment</li> <li>• Culture Assessment</li> <li>• Organizational Change Capacity Assessment</li> </ul>	<b>15. Conduct Change Risk Assessment</b> – Determine and anticipate the identifiable risks to the proposed change.	<ul style="list-style-type: none"> <li>• Change Risk Assessment</li> <li>• Risk Register</li> </ul>

## 5.2 Formulate the Change Management Strategy

The processes in this group are designed to develop the high-level approach for change management

INPUTS	PURPOSE	OUTPUTS
<ul style="list-style-type: none"> <li>Change Definition</li> <li>Change Impact Assessment</li> <li>Current Communication Channels, Tools, &amp; Methods</li> <li>Organizational Change Readiness Assessment</li> <li>Project Charter &amp; Project Documentation</li> <li>Stakeholder Analysis</li> <li>Vision Statement</li> </ul>	<p><b>1. Develop the Communication Strategy</b> – Create a strategy that, when executed, ensures that the organization and its customers are aware of and understand the organizational rationale for change.</p>	<ul style="list-style-type: none"> <li>Communication Strategy</li> </ul>
<ul style="list-style-type: none"> <li>Change Risks</li> <li>Organizational Change Readiness Assessment</li> <li>Sponsorship Alignment Assessment</li> <li>Stakeholder Analysis</li> </ul>	<p><b>2. Develop the Sponsorship Strategy</b> – Create a high-level approach for preparing and leveraging the sponsors to promote, gain support for, and drive adoption of a change.</p>	<ul style="list-style-type: none"> <li>Sponsorship Strategy</li> </ul>
<ul style="list-style-type: none"> <li>Current State Analysis</li> <li>Change Impact Assessment</li> <li>Current Communication Channels, Tools, &amp; Methods</li> <li>Communication Strategy</li> <li>Sponsorship Strategy</li> <li>Stakeholder Analysis</li> </ul>	<p><b>3. Develop the Stakeholder Engagement Strategy</b> – Identify an approach to ensure that individuals or groups impacted by a change and those who can positively affect the overall success of the change are engaged in the change effort.</p>	<ul style="list-style-type: none"> <li>Stakeholder Engagement Strategy</li> </ul>
<ul style="list-style-type: none"> <li>Stakeholder Engagement Strategy</li> <li>Change Impact Assessment</li> </ul>	<p><b>4. Develop the Change Impact and Readiness Strategy</b> – Define the approach, scope, roles, and responsibilities in undertaking detailed impact analysis and readiness planning for implementing the change.</p>	<ul style="list-style-type: none"> <li>Change Impact and Readiness Strategy</li> </ul>
<ul style="list-style-type: none"> <li>Learning Needs Assessment</li> <li>Stakeholder Analysis</li> </ul>	<p><b>5. Develop the Learning and Development Strategy</b> – Define the knowledge, skills, and competencies required for stakeholders to adopt the change, which informs creation and delivery of learning and development programs and training courses.</p>	<ul style="list-style-type: none"> <li>Learning and Development Strategy</li> </ul>
<ul style="list-style-type: none"> <li>Strategic Plan</li> <li>Case for Change</li> <li>Change Objectives and Goals</li> <li>Project Charter</li> <li>Success Criteria</li> </ul>	<p><b>6. Develop the Measurement and Benefit Realization Strategy</b> – Define success criteria and measures to monitor whether the change is achieving its expected benefits and to adapt the change effort as needed.</p>	<ul style="list-style-type: none"> <li>Measurement and Benefit Realization Strategy</li> <li>Revised Performance and Rewards Targets</li> </ul>
<ul style="list-style-type: none"> <li>Business Case</li> <li>Change Objectives and Goals</li> <li>Change Risk Assessment</li> <li>Project Charter and Documentation</li> <li>Strategic Plan</li> <li>Success Criteria and Measures</li> </ul>	<p><b>7. Develop the Sustainability Strategy</b> – Describe how the change will become part of the organization’s normal functioning.</p>	<ul style="list-style-type: none"> <li>Sustainability Strategy</li> </ul>

5.3 Develop the Change Management Plan		
The processes in this group employ specific change management methodologies and tools to develop detailed plans for implementing the change management strategy.		
INPUTS	PURPOSE	OUTPUTS
Uniquely specified for each Plan	<b>1. Develop a Comprehensive Change Management Plan</b>	Uniquely specified for each Plan
<ul style="list-style-type: none"> <li>• Change Management Resources, Roles, &amp; Responsibilities Strategy</li> <li>• Communication Strategy</li> <li>• Learning &amp; Development Strategy</li> <li>• Change Resources Inventory</li> <li>• Procurement Guidelines and Policies</li> </ul>	<b>1.1. Resource Plan</b> – Defines the human, physical, and financial resources needed to support the change effort.	<ul style="list-style-type: none"> <li>• Resource Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Sponsorship Strategy</li> <li>• Sponsorship Alignment Assessment</li> <li>• Stakeholder Analysis</li> <li>• Sponsor Assessment</li> </ul>	<b>1.2. Sponsorship Plan</b> - Defines how to identify, develop, and strengthen the competencies required to lead/ sponsor a change initiative.	<ul style="list-style-type: none"> <li>• Sponsorship Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Stakeholder Analysis</li> <li>• Stakeholder Engagement Strategy</li> <li>• Communication Strategy</li> <li>• Sponsorship Strategy</li> <li>• Change Risks</li> </ul>	<b>1.3. Stakeholder Engagement Plan</b> – Outlines the activities and metrics that will be established to ensure stakeholders can make the changes required or complete the steps that will help make change successful.	<ul style="list-style-type: none"> <li>• Stakeholder Engagement Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Communication Strategy</li> <li>• Current Communication Channels, Tools, and Methods</li> <li>• Key Messages</li> <li>• Learning and Development Strategy</li> <li>• Project Charter and Documentation</li> <li>• Project Schedule and Plan</li> <li>• Sponsorship Strategy</li> <li>• Stakeholder Analysis</li> <li>• Stakeholder Engagement Strategy</li> <li>• Transition Strategy</li> </ul>	<b>1.4. Communication Plan</b> – Defines internal and external audiences, information, and feedback requirements of those leading and affected by the change, as well as specific communication activities and events.	<ul style="list-style-type: none"> <li>• Communication Plan</li> </ul>
Not specified in the Standard	<b>___ Impact Assessment &amp; Readiness Plan</b> – Identifies the actions, roles, and responsibilities for detailed impact analysis following the high-level impact analysis undertaken in the first assessment phase 5.1 and the organization/ customer readiness criteria and readiness management approach.	Not specified in the Standard
<ul style="list-style-type: none"> <li>• Learning and Development Strategy</li> <li>• Stakeholder Analysis</li> <li>• Learning Needs Assessment</li> </ul>	<b>1.5. Learning &amp; Development Plan</b> – Identifies knowledge gaps and training needs of those affected by the change and then provides a course of action to develop end users so they will be prepared with new knowledge and skills to adopt the change successfully.	<ul style="list-style-type: none"> <li>• Learning and Development Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Measurement and Benefit Realization Strategy</li> <li>• Change Definition</li> <li>• Change Objectives and Goals</li> <li>• Vision Statement</li> </ul>	<b>1.6. Measurement &amp; Benefit Realization Plan</b> – Defines processes and actions to monitor and track progress of the project's key performance indicators and expected benefits as stated in the Project Charter and Strategy Plan.	<ul style="list-style-type: none"> <li>• Measurement and Benefit Realization Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Status Report/ Benefits Gap Analysis</li> <li>• Resource Plan</li> </ul>	<b>1.7. Sustainability Plan</b> – Defines the mechanisms that will be used to anchor and embed the change once it is implemented and determined to be effective.	<ul style="list-style-type: none"> <li>• Sustainability Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Change Management Plan</li> <li>• Project Charter and Project Documentation</li> <li>• Project Schedule and Plan</li> </ul>	<b>2. Integrate Change Management and Project Management Plans</b> – Ensures stakeholders in the organization align efforts to facilitate adoption of the change.	<ul style="list-style-type: none"> <li>• Change Management Plan (updated)</li> <li>• Project Plan (Updated)</li> </ul>

<ul style="list-style-type: none"> <li>• Change Management Plan</li> <li>• Project Plan</li> </ul>	<p><b>3. Review and Approve the Change Management Plan in Collaboration with Project Leadership</b> – Ensures that project leadership is aware of and aligned with milestones in the Change Management Plan.</p>	<ul style="list-style-type: none"> <li>• Change Management Plan (approved)</li> </ul>
<ul style="list-style-type: none"> <li>• Communication Plan</li> <li>• Learning and Development Plan</li> <li>• Measurement and Benefit Realization Plan</li> <li>• Project Schedule and Plan</li> <li>• Stakeholder Engagement Plan</li> </ul>	<p><b>4. Develop Feedback Mechanisms to Monitor Performance to Plan</b> – Enables adjustments of the change plan in response to performance.</p>	<ul style="list-style-type: none"> <li>• Communication Plan (updated)</li> <li>• Learning and Development Plan (updated)</li> <li>• Measurement and Benefit Realization Plan (updated)</li> <li>• Stakeholder Engagement Plan (updated)</li> </ul>

## 5.4 Execute the Change Management Plan

The processes in this group focus on the implementation of work/ actions in the detailed change management plan.

INPUTS	PURPOSE	OUTPUTS
Uniquely specified for each Plan	<b>1. Execute, Manage, and Monitor Implementation of the Change Management Plan</b> – Carries out the intended purpose of the Change Management Plan by combining all resources, strategies, timelines, communications, and learnings identified through assessments and analysis.	Uniquely specified for each Plan
<ul style="list-style-type: none"> <li>• Change Management Plan</li> <li>• Project Schedule and Plan</li> <li>• Resource Plan</li> </ul>	<b>1.1. Resource Plan</b> – <i>Execute the coordination of finances, people, information, and physical resources.</i>	<ul style="list-style-type: none"> <li>• Change Management Plan</li> <li>• Financial Resources Update/ Impact Reports</li> <li>• Human Resources Update/ Impact Reports</li> <li>• Information Resources Update/ Impact Reports</li> <li>• Physical Resources Update/ Impact Reports</li> </ul>
<ul style="list-style-type: none"> <li>• Project Plan</li> <li>• Communication Plan</li> <li>• Stakeholder Engagement Plan</li> </ul>	<b>1.2. Communication Plan</b> – <i>Execute with the delivery of messaging and activate feedback channels and mechanisms.</i>	<ul style="list-style-type: none"> <li>• Communication Delivery</li> </ul>
<ul style="list-style-type: none"> <li>• Sponsorship Plan</li> <li>• Communication Plan</li> <li>• Stakeholder Engagement Plan</li> </ul>	<b>1.3. Sponsorship Plan</b> – <i>Execute by preparing sponsors and sustaining sponsor engagement.</i>	<ul style="list-style-type: none"> <li>• Sponsor Activities</li> <li>• Sponsor Competency Building Activities</li> </ul>
<ul style="list-style-type: none"> <li>• Stakeholder Engagement Plan</li> <li>• Sponsorship Plan</li> <li>• Communication Plan</li> </ul>	<b>1.4. Stakeholder Engagement Plan</b> – <i>Execute tasks to ensure that all stakeholders understand and adopt the change. Enables stakeholders to adopt the change swiftly and with lowered resistance.</i>	<ul style="list-style-type: none"> <li>• Stakeholder Engagement Activities</li> <li>• Sponsor Engagement Activities</li> <li>• Resistance Management Activities</li> </ul>
<ul style="list-style-type: none"> <li>• Learning &amp; Development Plan</li> <li>• Change Resources, Roles, and Responsibilities Plan</li> <li>• Supporting Learning and Development</li> <li>• Materials (e.g., job aids)</li> </ul>	<b>1.5. Learning &amp; Development Plan</b> – <i>Execute by developing the learning materials, manage activity logistics, and deliver. Evaluate success by comparing to the learning objectives.</i>	<ul style="list-style-type: none"> <li>• Learning and Performance Evaluation Reports</li> </ul>
<ul style="list-style-type: none"> <li>• Change Management Plan</li> <li>• Measurement and Benefit Realization Plan</li> </ul>	<b>1.6. Measurement &amp; Benefits Realization Plan</b> – <i>Execute by measuring benefits, monitor progress, communicate with stakeholders, gather feedback, and realize the benefits.</i>	<ul style="list-style-type: none"> <li>• Measurement and Benefit Realization Reports</li> <li>• Benefits Realization Activities</li> </ul>
<ul style="list-style-type: none"> <li>• Sustainability Plan</li> <li>• Measurement Baselines</li> </ul>	<b>1.7. Sustainability Plan</b> – <i>Execute with communication, metrics tracking, performance management, rewards &amp; recognition, sustaining ownership, and continuous improvement mechanisms.</i>	<ul style="list-style-type: none"> <li>• Communication Events</li> <li>• Benefits Reviews</li> <li>• Business Performance Reports</li> <li>• Evaluations and Reviews</li> </ul>
<ul style="list-style-type: none"> <li>• Change Management Plan</li> <li>• Project Schedule and Plan</li> </ul>	<b>2. Modify the Change Management Plan as Required</b> – Ensures that outcomes remain correctly aligned with the organization's needs.	<ul style="list-style-type: none"> <li>• Change Management Plan (updated)</li> </ul>

### 5.5 Complete the Change Management Effort

The processes in this group reinforce the work in the change management plans, determine the effectiveness of the work, monitor progress, and transition the change initiative to the business.

<b>INPUTS</b>	<b>PURPOSE</b>	<b>OUTPUTS</b>
<ul style="list-style-type: none"> <li>Change Objectives and Goals</li> <li>Measurement and Benefit Realization Plan</li> <li>Sustainability Plan</li> </ul>	<p><b>1. Evaluate the Outcome Against the Objectives –</b>            Compares the outcomes with the change and project objectives, documents comparisons indicating exceeded, met, or failed to meet objectives and review as appropriate.</p>	<ul style="list-style-type: none"> <li>Change Objectives Analysis Outcomes and Next Steps</li> </ul>
<ul style="list-style-type: none"> <li>Case for Change</li> <li>Success Criteria and Measures</li> <li>Change Management Plan</li> </ul>	<p><b>2. Design and Conduct Lessons Learned Evaluation and Provide Results to Established Internal Best Practices –</b>            Evaluate the success of adoption outcomes of the Change Management Program, document what went well, record learnings, and share improvements for future change management programs with other change management practitioners or organizations.</p>	<ul style="list-style-type: none"> <li>Lessons Learned Evaluation</li> <li>Remediation Plan</li> </ul>
<ul style="list-style-type: none"> <li>Change Objectives and Goals</li> <li>Measurement and Benefit Realization Plan</li> <li>Lessons Learned Report</li> <li>Future Strategy Plan</li> <li>Agreement on Ownership Transfer</li> <li>Resource Release Approval</li> </ul>	<p><b>3. Gain Approval for Completion, Transfer of Ownership, and Release of Resources –</b> Formally close the change by 1) seeking approval of outcomes vs. objectives, lessons learned, transfer of outcomes to operations owners, and plan to release remaining change resources, 2) transfer ownership with written agreement, and 3) release change resources to other efforts.</p>	<ul style="list-style-type: none"> <li>Final Summary Report</li> <li>Change Initiative Completion</li> </ul>

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