



Change processes that work for people



Change Management Templates
Applying The Practitioners' Masterclass

Programme Based Change Model
Stakeholder Analysis & Mapping

Programme Based Change Model
Stakeholder Analysis

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Programme Based Change Model Stakeholder Analysis

Programme Based Model

The difficulty with change models is that, quite understandably, they tend to cover one major aspect or dimension of the totality of what is involved. That does not invalidate any specific model and supporting methodology, but it does leave gaps. However, there is not a model that sits between the leadership dimension and the strategic review process, and the lower level of project and task-level management and implementation.

For this reason, I have adapted some of these core concepts and processes of programme management, added a preliminary cultural analysis combined with a pre-programme review and planning process utilising my EEMAP process©, and I offer these to you in the form of a simple, programme-based model, designed to fill the strategy–project gap.



Programme Based Change Model Stakeholder Analysis

The Programme Based Model is designed to facilitate the key thought processes that are necessary for a successful change initiative, and also to support the leadership processes outlined by Kotter, Bridges Transition Model and to provide a framework and context for the project / task level ADKAR model

Your whole approach to a change initiative is based on these simple, fundamental questions which form the basis of the programme based model:

- ❑ **Leading and managing change** - How are we going to lead and manage all this so that it happens and we succeed?
- ❑ **Blueprint for change** - Why are we doing this and how is it going to be different when we've made the change?
- ❑ **Benefits of change** - How is it going to benefit the organisation and how will we know it has benefited the organisation?
- ❑ **Impacts of change** - Who is it going to affect, how will it affect them and how will they react?
- ❑ **Communicating change** - What can we do to help those people impacted by the change and to get them "on side"?
- ❑ **Risks of change** - What risks and issues do we have to face and how can we mitigate those risks?
- ❑ **Steps to change** - What steps do we have to take to make the changes and get the organisational benefit?

Programme Based Change Model
Stakeholder Analysis

Stakeholder Analysis + Mapping

Purpose

- ❑ The stakeholder map identifies all individuals and groups of stakeholders and their particular interest in the Programme
- ❑ To provide a tool for identifying and planning the necessary communications process for a Programme
- ❑ To facilitate the information dissemination and two-way communications – that are critical for managing expectations effectively

Source Inputs

- ❑ Blueprint
- ❑ Programme Plan + Projects Portfolio
- ❑ Organisational structures

Composition

- ❑ Matrix or listing of all stakeholders by role or function in organisation and their interest in the Programme (financial, technical etc)
- ❑ Stakeholder analysis identifies and assesses who is affected by the Programme and the impact of the Programme

Programme Based Change Model Stakeholder Analysis

Stakeholder Map

- ❑ A Stakeholder Map is an essential way of capturing and managing information about a large number of stakeholders, for example employees, shareholders, customers, users, community and management
- ❑ The change initiative programme will inevitably affect the lives of many individuals and groups
- ❑ Each of these people and groups will have a specific interest area, such as financial, technical, regulatory etc.
- ❑ When you are identifying them it is important to recognise their specific interest areas in order to ensure that their expectations can be managed effectively
- ❑ The Stakeholder Map will assist with Bridges Transition Management process
- ❑ Each stakeholder should be identified, together with their particular interest or point of contact with the change initiative, together with an initial assessment of the likely impact of the change initiative
- ❑ The work undertaken at the Cultural Analysis and Pre Programme Review and Planning stage will have identified many of these people and entities and the issues that will arise
- ❑ It will also have determined potential solutions and strategies for resolving the issues

Programme Based Change Model Stakeholder Analysis

Stakeholder Map and the Communication Process

- ❑ A Stakeholder Map is also a useful and necessary tool for identifying and planning the necessary communications process for a programme
 - ❑ Information dissemination and two-way communications are critical for managing expectations effectively. There are 2 important aspects to the communication process
 - **Impression management** - at all times in the change initiative programme communication process, the Programme Director and Manager must always be aware of, and consciously manage, the impressions that people are receiving about the programme
 - **Expectation management** - this is closely allied to impression management – but is specifically to do with peoples needs, hopes, fears and / or expectations regarding the programme.
 - ❑ At all times in the programme communication process, the Programme Director and Manager must always endeavour to manage people's expectations
 - ❑ This includes good news, bad news and no news situations
 - ❑ The communication process is an integral aspect of helping people through the emotional and psychological transitions that will pass through
 - ❑ Their confidence in the Programme Director's communication will be an important element in alleviating some of the emotional impacts
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