

Change Management Worksheet

Case _____

1. Strategy Linkage

kicks off project / secure management commitment / discover process opportunities / identify IT enabling opportunities / align with corporate strategy and select BPR project

2. Change Planning

inform stakeholders / org. re-generation team / prepare project schedule / set performance goals

3. Process Pathology

document existing process / uncover process pathologies

4. Social Re-Design -- 5. Technical Re-Design (reiterative)

explore alternative designs / design new process, HR architecture (x-func/multi-discipline) / select IT platform / prototype holistic process

6. Process Re-Generation

implement HR changes / develop & deploy IT support -- *tug of war game* -- *forces towards catastrophe and towards the ideal* / re-organizing (teams, jobs, training): top mgt communication and persuasion critical here

7. Continuous Improvement

measure performance / link to quality improvement

