Resource Library

Change Impact Assessment

Introduction

A change impact assessment explores how change affects target audiences in transitioning from the current to the potential future state.

When running a change impact assessment, a blended approach has proven successful. Start by gathering any documentation that is already available (business cases, strategy documents, process maps, or other information that has contributed to the need for this project). Ideally, get all the stakeholders into a session to discuss the impact of the change. Alternatively, use surveys or one-on-one conversations.

- Make sure to include the points on the right of this page in your conversations with stakeholders.

- Use the guideline on the following page to steer your conversations and the dashboard template to create an overview.

Upon completion, you will have a clear overview of how the change will impact your organization.

STAKEHOLDER CONVERSATION GUIDELINES:

1. Set the scene
Ask the sponsor to set the scene regarding why the change is happening.

**2. Review the current workflow and processes**
Document these processes to use them again when designing change interventions.

3. Map the potential future state
Keep it aligned with the bigger reason regarding why the change needs to happen.

4. Compare the current and desired state
Map the impact in terms of roles, processes, technologies, systems, and other critical enablers.
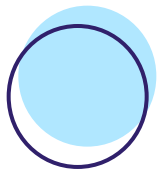
Change Impact Assessment

Use these example questions to steer your stakeholder conversations about your change project. Discussing these questions creates an understanding of how the change affects your processes, technology, people, or any other implications.

1. PROCESSES

- Does the change fit with current processes?

- What processes will be affected?

- How will it affect them?

- To what extent will it disrupt existing processes?

2. TECHNOLOGY

- Is the change compatible with existing technology?

- Do any adaptations need to be made to technology?

- How disruptive is it?

3. PEOPLE

- To what extent does the change affect employees of the organization?

- To what extent does it affect various departments?

4. OTHER

- In what other ways does the change impact the organization?

- What is the scope of the change?

- What is the budget?

- What priority does this project have for the organization?

- Is the outcome of the initiative clear?
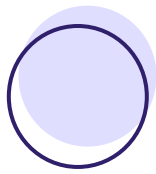
Change Impact Dashboard | Template

Use this template to document your change impact analysis.
You can find an example on the next page.

AIHR

Title of the change intervention:

Level of impact *(High/Medium/Low)***:**

Summary of the impact

Current reality

Future state

Impacted audience

Potential benefits

Identified resistance points

Change Impact Dashboard | Example

AIHR
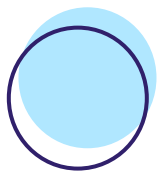
Title of the change intervention: LMS

Level of impact *(High/Medium/Low)*: Medium

Summary of the impact

- Learners receive automated learning reports
- Transparency of learning progress through dashboards
- Transition toward a learning organization

Current reality

Learning happens ad hoc and in unstructured ways. Its impact is not measurable.

Future state

Organizational learning happens in a more strategic way; the impact will be visible to both employees and the organization.

Potential benefits

- Employees with increased skill levels
- Increased employee satisfaction scores
- Employer branding

Identified resistance points

- Managers don't want their employees to dedicate too much time to learning.

Impacted audience

- Employees
- Managers
- IT department