

Developing your change plan

Once the impacts and readiness of your change are understood, you can translate intent into a practical plan by considering timing, sequencing and the interventions required to support adoption. A change plan brings together the change management activities, resourcing and governance needed to deliver the change and embed it into business as usual (BAU).

How to do it

Your change plan should outline the actions, responsibilities and milestones required to deliver the change and include steps to mitigate anticipated challenges, including psychosocial risks.

Start by reviewing:

- the change impact assessment
- the stakeholder mapping and engagement plan
- the communications plan (if developed separately)
- the change readiness insights
- the change levers.

The change plan should draw on these inputs, assign accountability, set timeframes and align to project governance and reporting rhythms. Treat the plan as a living document — revisit and refresh it as information changes and as key design decisions are made.

Change plan stress tests (implementation check)

Use the questions below to test whether your plan is strong enough for implementation. Where gaps are identified, update the master change plan so it remains current.

Stress test	If not, consider adding or strengthening
Do people know what is expected of them?	Clear role expectations, manager talking points, FAQs and a regular update rhythm.
Can people see the change being modelled?	Ensure leaders are clear about what is expected of them and include activities that visibly demonstrate leader commitment.
Are people capable of performing what is required (skills and confidence)?	Additional formal or informal learning, job aids, coaching, clinics or drop-in sessions and access to subject matter experts.

Are adoption behaviours being reinforced?

Recognition, feedback loops, performance expectations and consequences for persistent non-adoption (where appropriate).

Are psychosocial risks being managed during transition?

Workload planning, role clarity, two-way communication, quality consultation, accessible support pathways, regular check-ins and monitoring of wellbeing signals.

Adjust for scale

Scale the level of planning to the size, complexity and scope of the change.

Scale of change	Guidance on how to apply this process
Small	<p>Improve or refine methods, policies or procedures where the future state is not significantly different from current ways of working.</p> <p>Integrate change actions directly into the project or team plan. Keep it light by using clear key messages, basic engagement, simple training or support, and a short adoption check.</p>
Medium	<p>Modify strategies, structures and management processes that require coordinated change activity.</p> <p>Build change activities directly into the project plan. Include clear owners, a communication rhythm, manager enablement, training and support, and a readiness check before implementation.</p>
Large	<p>Transform or realign all or part of the organisation through substantial structural, cultural or operating model change.</p> <p>Use a structured change plan with stronger governance, deeper engagement and consultation, explicit psychosocial risk controls and a defined stabilisation support period post-go-live. Where multiple workstreams exist, maintain workstream plans feeding into one program-level plan.</p>