Checking the progress of your change

Use this basic four-step guide for checking the progress of implementation. The model can be tailored to suit specific change initiatives.

**How to do it**

1. **Desktop review**
   Review relevant documentation to determine strengths and weaknesses of the change process highlight areas for further investigation and identify individuals for consulting.

   Example documents to review:
   - The case for change
   - Business case
   - Measuring the benefits of change
   - Change plan
   - Stakeholder prioritisation
   - Communications plan
   - Change readiness assessment
   - Data collection

2. **Consult**
   Consultations should be focused where they are most relevant and can be conducted in various formats such as focus groups, one-to-one interviews, surveys or workshops.

   It is valuable to gather perspectives from as many people involved as possible including:
   - staff, line managers and senior managers affected by change
   - functional managers affected by change
   - change team members.

   Indicative questions for the consultation include:
   - what is the current state of progress?
   - is it on track?
   - what is going well?
   - what is going badly?
   - where are the pain points and what is causing them?
   - what are the key aspects to fix?
   - what benefits are being realised?
3. Draft findings
Data from the desktop review and consultations should be synthesised and key themes presented in a report. The report should highlight what is working well and what is not, and contain recommendations to address the pain points.

4. Test and finalise findings
Identify a stakeholder to test the draft findings of the report. They should also be tested with the organisation's leadership to maintain transparency, gather feedback and increase the organisation's buy-in. Finalise the report and incorporate the recommendations into the change process to address any issues.