

Developing your change plan

Once the impacts of your change have been identified, it's time to consider timing, sequence and interventions. A change plan provides a robust approach for developing a suite of change management activities with the appropriate resources.

How to do it

Your change plan will outline all the actions, responsibilities and milestones required to deliver the change and will include steps to mitigate anticipated challenges.

First review the change impact assessment, change levers template (if your project is complex enough to require one) and your stakeholder engagement plan. The change plan draws on all of the activities detailed in these documents, assigns accountability and includes timeframes.



Templates to help with developing your change plan

[Change plan](#)

Below is a reference guide to 'stress test' and refine change plans through the implementation process. All of these adjustments should be fed back into the master change plan so that it remains a living document throughout the life of the change project.

Change plan tests	Potential corrective actions	Relevant guidance or template
Do people know what's expected?	Build more communication and engagement activity into the change plan.	Communications Plan
Can they see the change being modelled?	Check that leaders are clear on what is expected of them, and add activities that demonstrate leader commitment. If leaders know what to do and how to do it, but still aren't delivering then actions that reinforce accountability may be required.	Define leadership roles and expectations
Are they capable of performing the new tasks expected?	Some additional formal or informal learning opportunities may need to be planned.	Provide learning and development
Are they being recognised and rewarded for making the changes?	Activities to refine performance management mechanisms and recognition programs may need to be incorporated into the plan.	Hold people accountable to deliver



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Will this require support for employees' emotional, psychological and overall well-being?	Think about ways you can help employees through the change. In particular, engage leaders to help you to manage transitions.	Define leadership roles and expectations

Constantly review and update your change plan as you work through this approach and toolkit, and as you execute the changes. As important design decisions are made, the plan will need to be revisited and refreshed.

Adjust for scale

Scale of change	Guidance on how to apply this process
Small: Improving and refining methods, policies and procedures; the future state is not very different to the current ways of working	<ul style="list-style-type: none"> For a small project your change activities can be built directly into your project plan.
Medium: Distinct modifications to strategies, structures and management processes	<ul style="list-style-type: none"> For a medium project your change activities can be built directly into project plan
Large: Substantial realignment, restructuring and transformation of all or part of the organisation	<ul style="list-style-type: none"> For a large project with multiple project streams, you may need multiple plans feeding into one overall program plan.

