

Understanding your organisation's experience with change

At the start of a large and complex project you must consider your organisation's history in delivering change. You need to identify success factors and critical stress points that have impacted on previous change efforts to avoid past mistakes.



Templates to help with understanding your organisation's experience with change
[Change readiness assessment](#)



Background information to help with change history assessments
[Prosci's change maturity model](#)

How to do it

1. **Identify significant and comparable projects:** Consider all of the significant change projects in your organisation's 'collective memory'. This includes changes that have been successfully implemented and those that have failed to have a substantial impact.
2. **Consider success factors:** Review in detail the factors that led to each project's success or failure and how rigorously change management methodology was applied.
3. **Consider the wider implications on your organisation:** Assess the impact that successive projects have had on your organisation. Often unsuccessful or unpopular change leaves a perception among employees that they can 'wait out' future changes.
4. **Develop an action plan to address historical errors:** Your change legacy assessment will provide a road map to pre-empt past mistakes and proactively plan for success. This assessment will be critical to informing how you prepare your leaders and plan to implement the change.

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"> • Informal assessment can be done among the change team and with stakeholders across the organisation.
Medium: Distinct modifications to strategies, structures and management processes	<ul style="list-style-type: none"> • Considerable effort should be undertaken, and resources and time properly dedicated, to try and ensure that a rigorous review is performed.
Large: Substantial realignment, restructuring and transformation of all or part of the organisation	<ul style="list-style-type: none"> • As above.

