



Change Management Toolkit



Welcome to the Change Management Toolkit:

- These four templates are designed to be downloaded, customized, and used immediately on your projects.
- Do not get bogged down in making them perfect; use them to drive conversations, align your teams, and deliver value.



Organizational Change Readiness Assessment



Readiness Domain	Assessment Criteria (Discuss with Project Leadership)	Score (1 (High Risk / Not Ready) to 5 (Highly Ready))	Mitigation if Score is <3
1. Strategic Alignment	Is this change explicitly tied to current DHA/DoW strategic priorities (e.g., patient safety, readiness), and is that connection obvious to the front line?		Sponsor must draft a clear "Mission Impact" statement before any technical training begins.
2. Leadership Capacity	Do the local commanders/directors have the actual time and bandwidth to be <i>active and visible sponsors</i> for this specific project right now?		Delay launch or re-prioritize other local initiatives to free up leadership bandwidth.
3. Change Saturation	How many other major changes (IT rollouts, restructuring, policy shifts) is this specific target audience currently undergoing?		Stagger the go-live date to avoid overlapping with other major disruptions.
4. Historical Trust	How did the last major project rollout go? Is there lingering cynicism or a history of "flavor of the month" projects that were abandoned?		Acknowledge past failures openly. Focus heavily on early, visible "quick wins" to rebuild trust.
5. Resource Availability	Are the necessary resources (funding, dedicated training time, super-users, help-desk support) secured and protected from competing operational duties?		Escalate to Executive Steering Committee; do not launch without protected training time for staff.
Total Score	<i>(A score below 15 indicates a high risk of project failure due to environmental factors, regardless of technical readiness).</i>	/ 25	

- **20 - 25 (Green):** High Readiness. Proceed with standard change management plan.
- **15 - 19 (Yellow):** Moderate Risk. Proceed with caution; heavy sponsor involvement required.
- **Below 15 (Red):** High Risk. Do not launch technical training. Escalate to Executive Sponsor to stabilize the environment first.



Stakeholder Impact & Resistance Matrix



Stakeholder Group	Current State (What they do now)	Future State (What changes)	Level of Disruption (High/Med/Low)	Anticipated Root Cause of Resistance	Mitigation Strategy / Tactic	Owner
<i>Ex: Frontline Nurses & Providers</i>	Charting using legacy system / customized local workflows	Enterprise EHR with standardized fields and mandatory drop-downs	High	Fear that "too many clicks" will slow down patient care; severe change fatigue	Deploy peer "Super Users" for 1-on-1 workflow mapping prior to launch; provide 24/7 at-the-elbow support during week one	Clinical Informaticist / Nursing Champion
<i>Ex: Clinic Admins / Front Desk Staff</i>	Using custom, local scheduling rules and manual check-ins	Standardized enterprise automated check-in kiosks / portals	High	Loss of autonomy and control; feeling like "HQ doesn't know our specific patient needs"; fear of job obsolescence	Involve lead admins in early User-Acceptance Testing (UAT); Sponsor explicitly addresses job security and validates their concerns in town hall	Project Manager & Executive Sponsor
<i>Department Chiefs / Clinic Directors</i>	<i>Pulling readiness/performance data manually into Excel to present to the Commander "their way"</i>	<i>Automated, real-time data dashboard visible directly to MTF Command and HQ</i>	Medium	<i>Fear of transparency; loss of control over the narrative; lack of trust in the new system's data accuracy</i>	<i>Provide a 30-day "Sandbox" period to run both systems in parallel so they can verify data accuracy privately before it goes live to Command</i>	<i>Data Analytics Lead / PM</i>



ADKAR® Barrier Diagnostic Assessment



Highlight the FIRST row that scores a 3 or lower in RED. This is your Barrier Point. Stop and address this element before moving to the next

ADKAR Element	Diagnostic Question (Ask the End-User)	Score (1 (Strongly Disagree) to 5 (Strongly Agree))	PM Action if Score is < 3
Awareness	"I understand why the DHA is implementing this change right now."	4	Stop training. Have the Executive Sponsor communicate the business/mission reasons.
Desire	"I am willing to support and participate in this change."	2	Find the WIIFM (What's in it for me?). Engage direct supervisors.
Knowledge	"I know exactly how to use the new system or perform the new process."	1	Provide formal training and quick-reference guides.
Ability	"I can perform the new tasks at the required level in my actual daily environment."	1	Deploy Super Users and provide at-the-elbow support.
Reinforcement	"I receive recognition and see metrics that prove we are not going back to the old way."	1	Celebrate early wins and ensure leaders are walking the floor.



Sponsor Action & Communication Plan



Purpose: To give PMs a template to hand to their sponsors, detailing exact actions and messages.

Project Phase	Key Message Focus	Sender (Who says it)	Channel / Activity	Date / Milestone	Status (Not Started, On Track, Complete)
Pre-Launch	<i>The Urgency & "Why we must change."</i>	<i>Executive Sponsor</i>	<i>Town Hall / All-Hands Meeting</i>	<i>[Date]</i>	<i>On Track</i>
Pre-Launch	<i>"What this means for our specific team."</i>	<i>Direct Supervisor</i>	<i>Small Group Team Meeting</i>	<i>[Date]</i>	<i>On Track</i>
Implementation	<i>"Here is the training and support plan."</i>	<i>Project Manager</i>	<i>Email / LMS / Workshops</i>	<i>[Date]</i>	<i>Not Started</i>
Go-Live	<i>Visible presence and barrier removal.</i>	<i>Executive Sponsor & Supervisors</i>	<i>"Walking the floor"</i>	<i>[Date]</i>	<i>Not Started</i>
Post-Launch	<i>"Look at our success. We are not going back."</i>	<i>Executive Sponsor</i>	<i>Dashboard review / Public Recognition</i>	<i>[Date]</i>	<i>Not Started</i>