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| CHANGE LEADER’S CHECKLIST |

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| COMMUNICATION - The key to successful communication during a major change us "tell them about the change frequently; tell them when something you said before has now changed; tell them when there is nothing else to report that at this moment".  “Inform, inform, inform” are the keys to a successful change communication strategy. |

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| ITEM | DEALT WITH | COMMENTS |
| Have you developed a “change communication strategy” to keep both staff and constituents informed of the changes? |  |  |
| Have you set up an intranet and Internet “Frequently Asked Questions” (FAQ) area to answer staff and constituent questions about change implications? |  |  |
| Have you set up an amalgamation newsletter ... one for staff and one for the community? |  |  |
| Often during a major change some ill informed leaders try to retain power by keeping information close to their hearts ... Have you developed communications to circumvent them? |  |  |
| Rumours will abound. Consider how you will *nip them in the bud* before they become crises. |  |  |
| Have you set up community consultations to inform constituents about how the changes will or won’t affect them? |  |  |
| Have you considered how to involve elected members in the change strategy? |  |  |
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| CHANGE IMPLEMENTATION TEAM (CIT) – How do you bring 2 or 3 councils together? You will need a team to oversee the change as it progresses. |

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| Have you set up a CIT to oversee the changes? |  |  |
| Does the CIT have sufficient resources, power and authority to drive the changes? |  |  |
| Has the CIT received appropriate training? |  |  |
| Do you know who your change champions are in each area of council? They do exist and can help the process move smoothly. |  |  |
| Has the CIT liaised with your EAP company about issues pertaining to the change? |  |  |
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| EMPLOYEE ASSISTANCE PROGRAM (EAP) – Employees will be stressed during a major change. They will have valid and invalid fears about their job stability, employee benefits etc. An EAP needs to be a vital part of your change management strategy. |

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| Have you talked with your counterparts in the council(s) you are amalgamating with to discuss how the EAP will work in the interim? |  |  |
| Is your EAP aware of and resourced to handle an increase in assistance requests? |  |  |
| Is your staffs aware of the existence of the EAP? (Use brochures, team meetings, intranet, change newsletters etc. to inform them) |  |  |
| Are your people leaders aware of the signs of stress in both themselves and their staff, and know what their responsibilities are? |  |  |
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| TRAINING – No amalgamation will run smoothly unless employees are upskilled to handle it. Change management training can also be embedded into your communication strategy as an avenue of satisfying people’s concerns and squashing rumours before they become difficulties. |

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| Have you developed a change training strategy to ensure the amalgamation moves smoothly? |  |  |
| *As the change is happening have you provided the following :* |  |  |
| Leader and employee change management training. |  |  |
| Councillor change initiator training. |  |  |
| New consultative committee training. |  |  |
| *As the changes take place and people are in new teams or have to apply for jobs consider the following:* |  |  |
| Some employees may need to reapply for their usual positions, or for other positions. Have you arranged resume and interview skills training? |  |  |
| Provide Developing High Performance Teams training to quickly move the new teams into productive operations. |  |  |
| Upskilling training so that everyone is on a level playing field when applying for available positions. Consider green card and other compulsory training; how well are your staff skilled in using the new computer systems etc.? |  |  |
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**Develop your own Checklist Questions** here on topics such as IT, where departments will be housed, equipment issues, asset management, what HR and other policies need to be adopted, how will you handle community resistance etc.

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