Change Management Tools & Techniques

Module No	Tool/ Technique	Purpose	Description
CM1	Stakeholder Mapping	To understand the key stakeholders involved within the change and identify relevant communications modes.	Map each stakeholder role with respect to their view of the improvement programme/ project and try to understand their perspective. Tailor communications to ensure that engagement with the programme of change is done with the right level of messages and appropriate channels.
CM2	The Change Curve	To understand the different aspects of change and how they affect the individual.	By understanding the different emotions involved in change, it is easier to help individuals through the change.
CM3	Managing Resistance to Change	A structured approach to identify areas of resistance to change.	Once areas of resistance have been identified it is easier to establish ways of removing/ reducing that resistance. This is especially useful in conjunction with stakeholder mapping.
CM4	RACI	To define a matrix of activities and roles within teams and projects using a clear method.	Establish each individual/ role required for the activities for the implementation/ project and their involvement: i.e. are they Responsible, Accountable or do they just need to be Consulted or Informed?
CM5	Kaizen Blitz	Demonstrates how to run a Kaizen Event.	Speedy identification and implementation of change in an intensive workshop environment.
CM6	Facilitation	To ensure project managers/ future trainers have the appropriate skills to run workshops.	The facilitator ensures that people feel that their ideas are valued. In essence, it is about getting the best thinking from the group. Facilitation is the ability to lead a group in discussion with a level of detachment, making sure everyone is engaged and that meeting/ workshop goals are met.

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CM7	Charters	To plan at a strategic level all the factors around the delivery of project.	One page summary of key aspects of the project to be undertaken; i.e. resources, timings, issues, expected outcomes, measures.
CM8	Creating High Performance Teams	To build teams which perform to their highest potential.	Building the optimum mix of skills/ characteristics and leadership styles to drive a results-focused team with synergy.
CM9	Effective Meeting Management	To ensure meetings are as effective as possible in getting to outcomes.	Creating the correct process in the setting up, running and documentation of meetings, so it meets purpose and drives decision making.
CM10	Operational Coaching	To ensure project managers have the appropriate skills to coach their own team members.	Operational coaching is geared to achieve a task in a more successful manner. It is about using business processes/issues to aid personal development and gain insight.
CM11	Giving & Receiving Feedback	To ensure project managers have the appropriate skills to provide and receive feedback to/ from their own team members and managers.	Mangers should be providing their staff with the information they need to help them to decide whether their behaviours had the intended effects. A consistent way of feedback helps for faster change.
CM12	Influencing	To provide key skills in how to influence key stakeholders.	Organisation leaders must learn to operate without the might of the hierarchy behind them. They should use their own ability to make relationships, build influence and work with others to achieve results. Influencing without use of status is an important managerial skill for now and the future.

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CM13	Appreciative Enquiry	Focus on what an organisation does well and leveraging this.	Map each stakeholder role with respect to their view of the improvement programme/ project and try to understand their perspective. Tailor communications to ensure that engagement with the programme of change is done with the right level of messages and approriate channels.
CM14	Transactional Analysis	A technique to understand others' viewpoints based on the work of Eric Berne.	Using the PAC model to establish clear lines communication between people who take different positions in life.
CM15	Belbin Analysis	Belbin outlines key team roles and behaviours.	Used to create high performing teams by creating the desired mix of characters, workers and leadership styles.