



THE RESULTS MAP

# CHANGE AGENT'S TOOLKIT



RESULTS MAP™

# The Change Agent's Toolkit

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## Section 3: Results Map for Change Management

The Results Map for Change Management presents a step-by-step sequence of activities in executing change. It uses the graphic language of a subway map to illustrate the idea of various steps or “junctions” in the broad categories of Prepare, Plan, Implement and Evaluate.

The Results Map for Change Management (see page 13) can help direct the change journey by clarifying the broad categories of activities, and then identifying specific steps

within those junctions. The model is designed to be flexible and scalable – it can, and *should* be adapted to fit the nature and size of your particular change project.

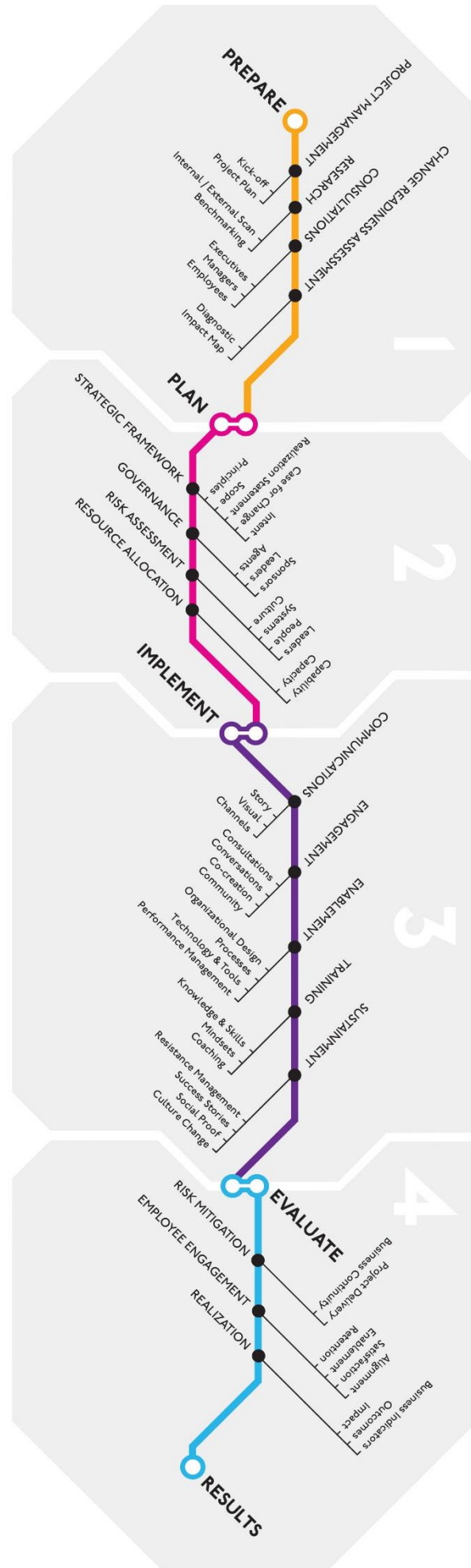
For example, if you’re working on a relatively small process improvement initiative, you probably don’t need an extensive change management approach. You might just dive into the Implementation junction and focus on the communication tools to make sure that your message about the change is clear and effective.

On the other hand, if you’re working on a sweeping multi-year transformation, the complete Results Map methodology will be in order. It includes a structure for writing a Change Management Strategy (see page 14) and includes several important resources such as risk assessment and governance planning which will be critical ingredients for success.

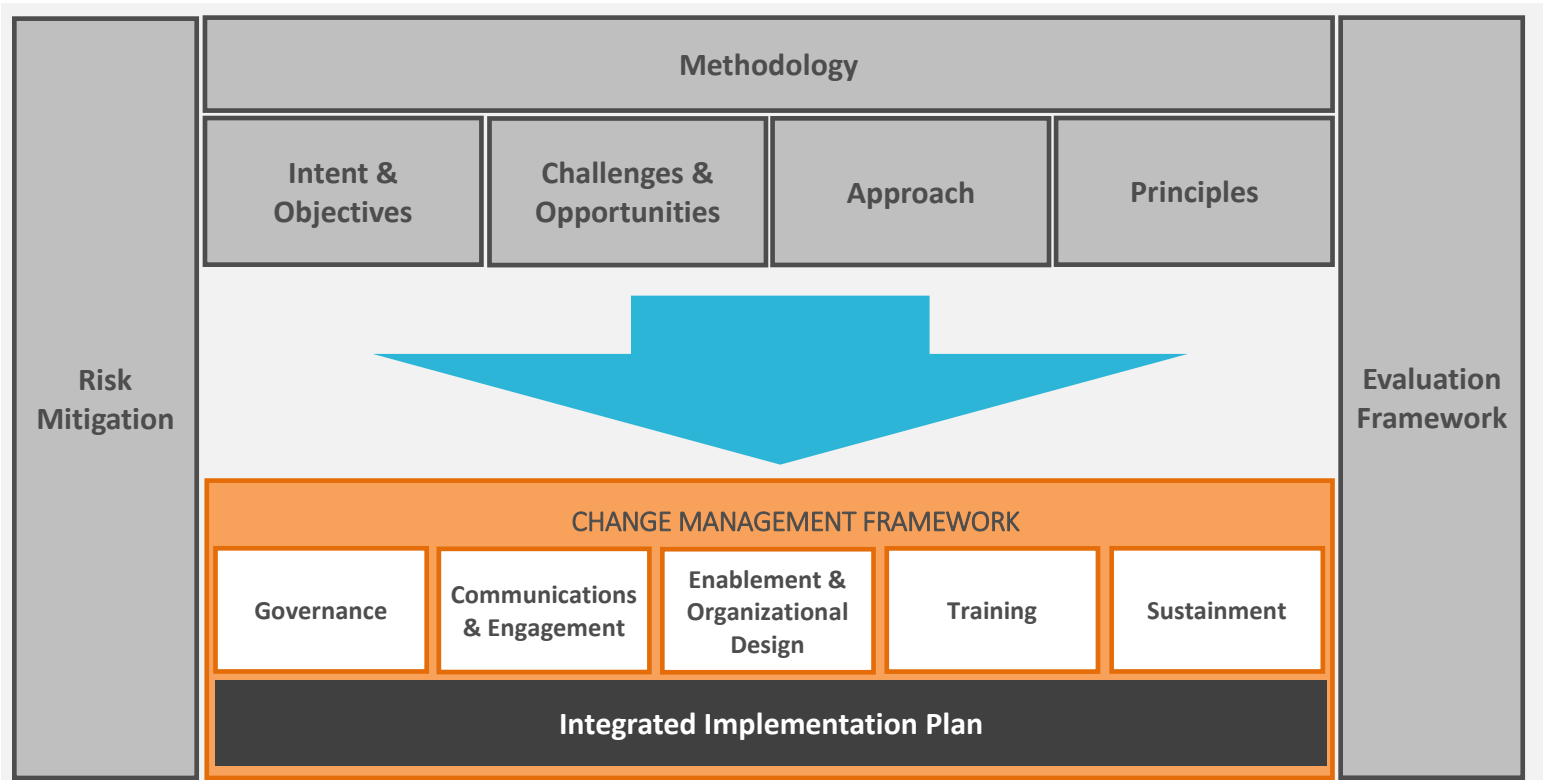
The Results Map methodology for change is a go-to reference to help guide your change activities, answer the question “what’s next”, and make sure that you are always focused on a clear destination of measurable results.

Toolkit Resources: Section 2		
Page 13	Results Map for Change Management Visual	A diagram illustrating the Results Map process, showing the key junctions of Prepare, Plan, Implement and Evaluate. This structure can be used to develop a Change Management Strategy – the Prepare junction represents the advance work required and the Plan, Implement and Evaluate sections represent the core elements of a Strategy.
Page 14	Change Management Strategy at a Glance	A visual table of contents for a Change Management Strategy that follows the Results Map process.

# Results Map™ for Change Management



# Change Management Strategy At a Glance



## Section 4: The Results Map Change Junctures

The following presents an overview of each Results Map juncture, and a snapshot of the tools that you'll find at each step.

Juncture	Tools
<p><b>PREPARE</b></p> <p><i>The initial phase of your change project, before the initiative is fully formed</i></p>	<ul style="list-style-type: none"> <li>• Building a Consultation Plan Worksheet</li> <li>• Top 10 Questions to Guide Change</li> <li>• Force Field Analysis Tool</li> <li>• Change Readiness Assessment</li> <li>• Impact Map</li> </ul>
<p><b>PLAN</b></p> <p><i>The strategic planning phase</i></p>	<ul style="list-style-type: none"> <li>• Strategic Framework for Change</li> <li>• Making Change Scenes Tool</li> <li>• Governance Worksheet</li> <li>• Change Sponsor Commitment Worksheet</li> <li>• Change Agent Contract Worksheet</li> <li>• Risk Assessment Tool</li> <li>• Resource Allocation Assessment</li> </ul>
<p><b>IMPLEMENT</b></p> <p><i>The execution phase, with a strong focus on communications and engagement</i></p>	<ul style="list-style-type: none"> <li>• Primer on Change Communications</li> <li>• Outside-in Communications Planning Tool</li> <li>• Audience Profiling Grid Worksheet</li> <li>• Change Messaging Worksheet</li> <li>• Message Architecture Worksheet</li> <li>• Change Engagement Worksheet</li> <li>• Enablement Worksheet</li> <li>• Training Planning Tool</li> <li>• Sustainment Worksheet</li> <li>• Working with Resistance Worksheet</li> </ul>
<p><b>EVALUATE</b></p> <p><i>The evaluation phase, emphasizing mechanisms to track progress and inform continuous improvement throughout the change planning cycle</i></p>	<ul style="list-style-type: none"> <li>• Return on Investment Assessment Tool</li> <li>• Evaluation Framework Worksheet</li> <li>• Checklist for Evaluating Change</li> </ul>