

Change Management Toolbox for BPR / IT Projects			Diagnosis (primarily)									Intervention (primarily)																		
			d1	d2	d3	d4	d5	d6	d7	d8	d9	i1	i2	i3	i4	i5	i6	i7	i8	i9	i10	i11	i12	i13	i14	i15	i16	i17		
			Stakeholder Portfolio	Map of Stakeholder Relations	White Spots	Present Absentees (circular questions)	Map of Perspectives	Identification of Social Rules	Five Whys	Change Gap	Paradox Question	4 P Model for Communication	Town Hall Meeting	Change Agents	Promoter Network	Process Flow	Process Training	Strategy Group	Blog, Flyer, Intranet, Video, Newsletter ...	Chat Room, Q&A	Risk Portfolio	Decision Portfolio	Sounding Board	Four Rooms of Change	Discussion Forum (face-to-face)	Strategy Market	Implementation Workshop	Implementation Plan		
Facilitator recommended?												yes					yes					yes	yes	yes		yes				
'Change Valley' Action Category			Accentuate the Need									x	x	x	x			x	x		x	x			x					
			Show Perspectives									x	x	x	x	x	x	x	x	x							x	x	x	
			Build Bridge									x	x	x	x			x	x	x	x			x	x				x	x
			Go Ahead / Accompany									x	x	x	x					x	x						x			x
#	Common Pitfalls in Change Projects	Cat.*																												
1	Lack of resources (quantity / quality)	P				○		○	●	○		●	○							●	●						●			
2	Insufficient involvement of affected people in defining the to-be situation	W,P	○		●	●	●	●	○	●	○	○	●		●	○	●		○			●		●	●	○				
3	Management commitment not visible or unclear to affected people	W,C,P		●	○	○				●	○	●	●	●			●	●	●	●	●	●		●	○	●				
4	(Potential) key promoters inactive during the change process	W,C,P	○	●	●	●				●	○	○	●	●	●		●	●	●	●	●	●		●	○	●	○			
5	'Critical mass' of supporters missing	W,C,P	●	●	○	○				○	○	●	●	●	○			○	○					○	●	●	●			
6	Change (presumably) takes people's 'baby' away (e.g. IT solution)	W				●	●	○	●	●	○		●		●	○	○	○	○				○	○	○	○				
7	The new processes, tasks, methods, tools, roles etc. overburden affected people	C				○	●	●	●	●	○		○		●	●					●	○			●	●				
8	Lack of communication or transparency regarding the change goals and plan	W,C,P			●	●			●	○	●	●	●	●	○	●	●	○			○	●	●	●	●	●	●			
9	Power politics at management level	W,P	●	●	○	●	●	○	●		○	●	○	●			○	○		●	●	●		●						
10	To-be processes / new IT considered to downgrade the organisation's performance	W				●	○	○	●		○	●	●	●	●	●	●	○	○			●		●	●	○				
11	To-be processes / new IT considered to make people and their work too transparent	W				○	●	●	●	●	○	○	○	●	●	●	○	○	○			○	●	○	●	○				
12	Affected people willing, but unable to properly state their needs and requirements	C											●	○	●		○		●				●	●	●					
13	Benefit from a 'local' perspective doubted, even though the overall benefit is recognised	W			○	○	●	●	●		○	○	●	●	●	●		○	○			○	○	●	●					
14	No contribution due to fear of getting blamed if project fails (culture of failure avoidance)	W	○			○	●	●		○	○	○	●	●			○		●	○			●	●	●					
15	Overall benefit for the organisation and its processes unclear	W			●	○					●	●	●	●	●	●	●	●	●			●		●	●					
16	Fear of losing the job	W				●	●	○	●	●	○	●	●	●	○		○	●	○	●	●		●	○	○	●				
17	Fear of losing individual knowledge advantage regarding the work content and / or methods	W				●	●	●	●	●	○	●	○	●		○	○	○	○				●	○	○	●				
18	Assertiveness of management doubted	W,P	●	●	○	○		●	○		○	●	○	●			●	●		●	●	●		●	○	●				
19	Personal dislikes / conflicts independent from the project / change	W		●				●					○	○					○											
20	Fear of losing position / function / role	W				●	●	●	●	●	○	●	○	●	●	●		○	○	○	●	●		●	○	○	●			
21	(feel free to add further pitfalls)																													
22																														
23																														
24																														
25																														
26																														
27																														
28																														
29																														

\* W = Willingness to change; C = Capability to change; P = Possibility to change | ● = very suitable; ○ = sometimes suitable