

## TOOL

# Performing an Initial Impact Analysis

## Introduction

This tool provides important information for accurately determining the scope of your change effort. It lists many typical impact areas affected by change. You will use the tool to assess which of these will be impacted by your change. This will tell you, at a high level, how broad and how deep transformation will go. This information, in addition to the assessment of the drivers of change and your system dynamics and leverage points, is critical to understanding what your change strategy needs to include for the transformation to succeed.

Leaders should only take on change for which they are willing to accept the impacts to people and the organization. This tool provides a powerful way to expand your change leaders' view of the amount of attention, planning, and resources the change will require.

## Instructions

**Step 1** Identify the best people to participate in this task and engage them in this work. Clarify if you will complete your Initial Impact Analysis as a group, individually, or online.

**Step 2** Scan the items listed on Worksheet 1, Initial Impact Analysis, and add any items that you know are relevant to your particular change effort.

**Step 3** Fill in the assessment—individually or as a group. Mark each item that is directly impacted by the change, and leave blank those that are not.

**Step 4** Review your data for discrepancies or differences of opinion. Explore these and make a final determination as input for determining your scope of change.

# Worksheet

## Initial Impact Analysis

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### Business/Organizational Impacts

- Purpose/Vision/Mission
- Business Strategy
- Market Requirements
- Customer Interface
- Organizational Structure
- Management Systems (i.e., CRM, ERP, etc.)
- Infrastructure
- Business Processes
- Technology
- Equipment
- Tasks/Job Definition/Job Levels
- Product Lines
- Services
- Geographical Delineations
- Vendors
- People: Numbers/Demographics
- Competencies
- HR Systems
- Policies/Procedures
- Resources Needed/Resources Available
- Space Requirements/Layout/Facilities

# Worksheet

## Initial Impact Analysis (cont'd)

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- Image (How we are perceived by the marketplace)
- Identity (Who we are, how we see ourselves)
- Customer Service
- Union Relations
- Response to Government Regulations
- Merger or Acquisition
- Splits/Divestitures
- Down-sizing
- Growth/Expansion/Start-ups
- Management Succession
- Work Flow
- Governance and Decision-Making
- Team Structures and Requirements
- Technical Skills
- Professional Skills
- Knowledge/Information Management
- Communications
- Connectivity
- Compensation and Incentives/Rewards
- Other:

# Worksheet

## Initial Impact Analysis (cont'd)

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### Personal/Cultural Impacts:

- Resistance
- Sadness at Letting Go of Old Ways
- Motivation and Commitment
- What People Get Recognized for
- Politics; Power and Control Issues
- Inclusion/Exclusion Issues
- Competency Concerns
- Perceptions of Fairness
- Anxiety, Fear, and Anger
- Risk Taking
- Expectations, Employment Agreements
- Values
- Norms
- Employee Mindset, Attitude
- Employee Behavior
- Leader Mindset, Attitude
- Leadership Style/Executive Behavior
- Executive Alignment
- Need for Learning
- Communication Style, Frequency and Method

# Worksheet

## Initial Impact Analysis (cont'd)

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- Degree of and Methods of Employee Engagement
- Human Interaction Skills
- Management Development/People Effectiveness Skills Training
- Changes in Relationships
- Team Effectiveness
- Other: