

Impact Assessment & Heat Map

Introduction

The term *Change Impact Factor* refers to the draining effect of a specific change on an individual or group. The Change Impact Factor is calculated by assessing 13 objectives inherent characteristics of the change, as well as 3 risk perception factors, which can either increase or reduce the perception of threat by the people impacted by the change.

- **Scope:** The percentage of people in the organization affected by the change.
- **Adoption window:** The amount of time people have to adjust to the change and be ready to perform at target levels of productivity and quality.
- **Novelty:** The degree to which the change departs from the current state.
- **Inevitability:** The degree to which the need for change is evident to everyone in the organization.
- **Certainty:** The degree of certainty and specificity with which we can articulate the implications of the change on people.
- **Ability:** The degree to which people today have the knowledge and skills necessary to succeed in the future state.
- **Beliefs:** The degree to which people must change some of their strongly held beliefs about the way they are operating and make us successful. (True or false.)
- **Behaviors:** The degree to which people must change some behaviors to achieve the change's objectives.
- **Values:** The degree to which the change violates or supports strongly held values. (Right or wrong.)
- **Activities:** The degree to which the change requires any significant alteration of processes and procedures (e.g. scheduling, time management, or equipment utilization...)
- **Measures:** The degree to which this change will require alterations in the way we measure organizational and individual performance.
- **Economics:** The degree to which the change requires people to operate differently regarding budgets, expenses, or funding.
- **Organization:** The percentage of people who will experience a change in reporting lines, direct manager, scope of responsibilities, or decision rights.
- **Trust:** The extent to which I trust the people leading this change.
- **Benefit:** The extent to which I believe this change benefits me.
- **Control:** The extent to which I can exert control over the decisions that affect me, and the things and people I value.

Impact Assessment

Directions

1. Rate each population below on a scale of 1 to 10, where “1” indicates low impact and “10” indicates high impact.

- | | |
|---|---|
| <p>1. The change will affect a small percentage of the people in this constituency (0-49%).</p> | <p>This change will affect a large percentage of the people of this constituency (50-100%).</p> |
|---|---|

1	2	3	4	5	6	7	8	9	10
Low Impact					High Impact				

Comment:

- | | |
|---|--|
| <p>2. There is enough time for people in this constituency to adjust to the change.</p> | <p>There is not enough time for people in this constituency to adjust to the change.</p> |
|---|--|

1	2	3	4	5	6	7	8	9	10
Low Impact					High Impact				

Comment:

- | | |
|--|---|
| <p>3. The point of arrival for the change is an evolutionary improvement from what this constituency is doing today.</p> | <p>The point of arrival for the change is a radical departure from what this constituency is doing today.</p> |
|--|---|

1	2	3	4	5	6	7	8	9	10
Low Impact					High Impact				

Comment:

- | | |
|--|--|
| <p>4. Everyone in this constituency sees the need for the change and understands that it will resolve critical problems and create compelling opportunities.</p> | <p>Everyone in this constituency sees the change as counter-productive and believes it will create unnecessary problems and distract us from capturing our best opportunities.</p> |
|--|--|

1	2	3	4	5	6	7	8	9	10
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5. The individuals impacted by the change understand with certainty how and when the change will affect them personally.

1 2 3 4 5

Low Impact

Comment:

The individuals impacted by the change have no idea how and when this change will affect them personally.

6 7 8 9 10

High Impact

6. People in this constituency currently have, or can easily acquire, all the knowledge and skills they need to be successful in the future state.

1 2 3 4 5

Low Impact

Comment:

People in this constituency need completely new skills and knowledge, which they will not be willing or able to acquire.

6 7 8 9 10

High Impact

7. The change reinforces this constituency's core beliefs about what drives success in our business (what we believe to be true or false about customers, competitors, processes, people...)

1 2 3 4 5

Low Impact

Comment:

The change challenges some of this constituency's fundamental beliefs about what drives success in our business.

6 7 8 9 10

High Impact

8. The change reinforces the values of this constituency (what they believe to be right or wrong, e.g. fairness, diversity, global responsibility, ethics, stewardship...)

1 2 3 4 5

Some aspects of the change go against one or more of this constituency's deeply held values.

6 7 8 9 10

9. The change can be accomplished without changing anyone's behavior in this constituency.

The success of the change is dependent on extensive and multiple changes in people's behaviors.

1 2 3 4 5 6 7 8 9 10

Low Impact

High Impact

Comment:

10. The change will not require any alteration in processes and job procedures for this constituency.

The change will require changing all processes and job procedures for this constituency.

1 2 3 4 5 6 7 8 9 10

Low Impact

High Impact

Comment:

11. The change will not require any alteration in the way we measure organizational and individual performance.

The change will completely change how we measure organizational and individual performance.

1 2 3 4 5 6 7 8 9 10

Low Impact

High Impact

Comment:

12. The change will not affect people's budgets, expenses, or funding.

The change will radically change people's budgets, expenses, or funding.

1 2 3 4 5 6 7 8 9 10

Low Impact

High Impact

Comment:

13. No one's reporting lines, direct manager, scope of responsibilities, or

Everyone's reporting lines, direct manager, scope of responsibilities and

decision rights will change.

decision rights will change.

1 2 3 4 5 6 7 8 9 10

Low Impact

High Impact

Comment:

14. The individuals in this constituency respect and trust the leader(s) and the team driving the change. *When people view the change leader as someone they dislike or mistrust, stronger resistance will result.*

The individuals in this constituency do not respect and trust the leader(s) and the team driving the change? *When people view the change leader as someone they dislike or mistrust, stronger resistance will result.*

1 2 3 4 5 6 7 8 9 10

High Trust

Low Trust

Comment:

15. The individuals in this constituency anticipate a positive impact on their job, rewards, and interests because of this change.

The individuals in this constituency anticipate a negative impact on their job, rewards, and interests because of this change.

1 2 3 4 5 6 7 8 9 10

Positively Impacted

Negatively Impacted

Comment:

16. Individuals in this constituency perceive that they will be able to influence the decisions that affect them and the things they value.

Individuals in this constituency perceive that they will have no influence over the decisions that affect them and the things they value.

1 2 3 4 5 6 7 8 9 10

High Influence

No Influence

Comment:

2. Total your item scores, divide the total by 16, and multiply the result by 10. This is your Total Impact Score:

Total Item Score = _____ divided by 16 = _____ and multiplied by 10 = _____ **Total Impact Score.**

3. Interpret your Total Impact Score as follows:

- 66 to 100: High Impact
- 35 to 65: Moderate Impact
- 10 to 35: Low Impact

Impact Over Time

1. For each key population assessed, rate the level of impact the change will have in each quarter (or phase) of the implementation.
2. Use the Impact Assessment score for the Overall impact the change will have.
3. Then, estimate how the impact will phase over time using a “High”, “Medium”, “Low” scale

Example:

	Group 1	Group 2	Group 3	Group 4	Group 5
Overall	90	70	45	85	30
Q1	H	H	M	H	M
Q2	M	M	L	M	L
Q3	H	M	L	H	L
Q4	H	H	M	M	L

Heat Map

A *Heat Map* summarizes the degree of impact on each constituency affected by a change on one page.

It provides a visual representation of risk areas and helps change agents and change leaders quickly the groups presenting the highest risk profile and requiring the most attention.

1. Translate the Impact Over Time assessment into Red, Yellow, Green where:
 - a. Red = High Impact (Score of 66-100)
 - b. Yellow = Medium Impact (Score of 36-65)
 - c. Green = Low Impact (Score of 10-35)

Example:

	Group 1	Group 2	Group 3	Group 4	Group 5
Overall	Red	Red	Yellow	Red	Green
Q1	Red	Red	Yellow	Red	Yellow
Q2	Yellow	Yellow	Green	Yellow	Green
Q3	Red	Yellow	Green	Red	Green
Q4	Red	Red	Yellow	Yellow	Green