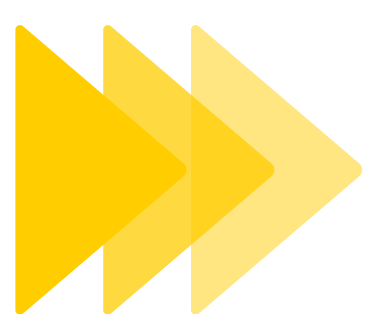
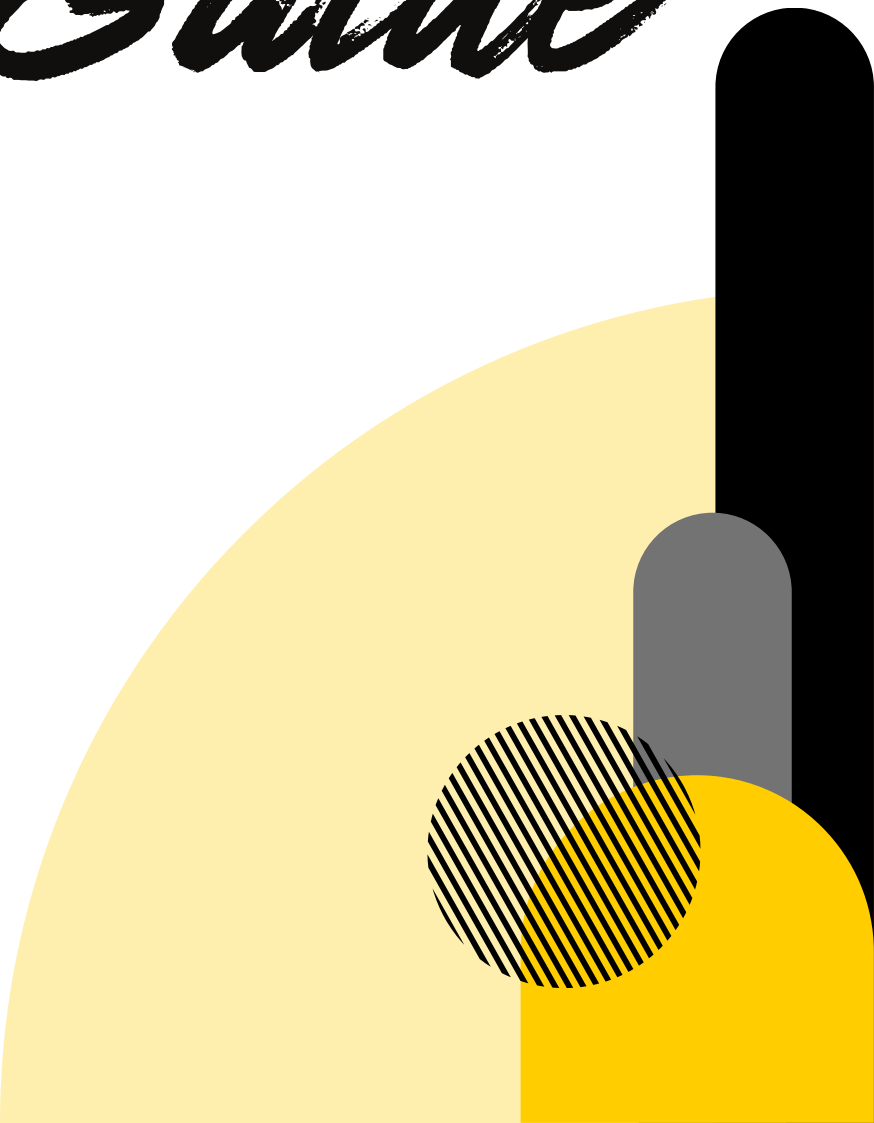




Change Management *Guide*



IOWA

Human Resources
Organizational Effectiveness



Welcome to the **Change Management Guide**

Change initiatives can feel overwhelming—especially when the path ahead isn't clear and your employees are resistant to changes ahead.

This is the map.

Following solid CM practices you can have a **less stressful experience**, engaged stakeholder groups, and meet your change objectives.

Who is the guide for?

This guide is designed to support those in the role of implementation manager of change initiatives throughout campus and UI Health Care. It walks you through each phase of the change management process with clear steps, practical tips, and links to tools and templates.

You can **use it in full or in part**. Think of it as a flexible framework or a checklist.

What this guide will help you do:

- **PLAN WITH PURPOSE** – Clarify what's changing, why it matters, and how to position your team for success.
- **DETERMINE WHO IS RESPONSIBLE FOR WHAT** – Identify key stakeholders and actively include their perspectives.
- **COMMUNICATE CLEARLY** – Craft and deliver messages that build understanding and trust.
- **MINIMIZE RESISTANCE** – Support employees through the transition from awareness to adoption.
- **TRACK PROGRESS** – Document actions, decisions, and feedback throughout the process.
- **SUSTAIN THE CHANGE** – Reinforce new behaviors, celebrate wins, and assess what's working.
- **ACHIEVE INTENDED OUTCOMES** – Deliver results that meet your organization's goals.

Change Management²

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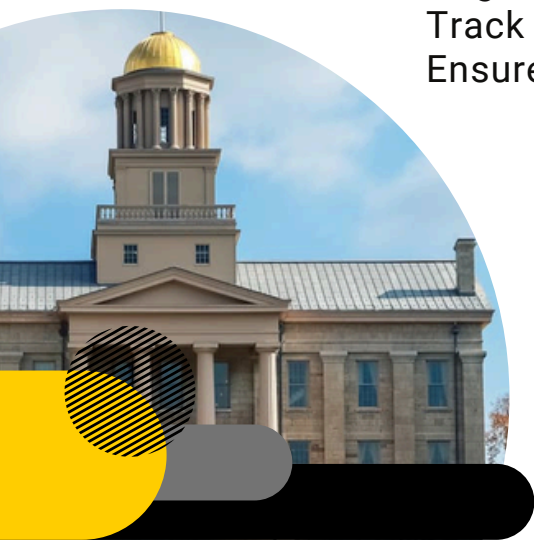
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A message for

Executive Sponsors

of a change initiative

Effective sponsorship is the most critical factor in the success of any change initiative.

"Primary sponsors of change give the change credibility, authorize funding and resources, and perform important employee-facing activities. People in the organization look to these individuals at the top to demonstrate why the change is necessary and perform other critical activities as only they can." Prosci®

Your Key Responsibilities as Sponsor

- A** - Actively and visibly participate throughout the change
- B** - Build a coalition of leadership supporting the change: your peers and other leaders
- C** - Communicate directly with employees: Share What? Why? Why now? messages

5 Reasons Executives Fail at Sponsorship

Common mistakes sponsors make:

- Announce the change and walk away.
- Underestimate the impact the change will have on individuals and groups
- Failure to communicate messages about the need for change
- Delegate the sponsorship/leadership to a subordinate or project manager
- Failure to demonstrate support for the change in words and actions

First Steps

1. Appoint a trusted **Implementation Manager**
2. Paint a picture of the **current state and the future state**
3. Create and share **talking points** that clearly explain the "What? Why? Why now?" of the change

The Rule of 6

Research shows employees need to hear a change message **at least six times** before it truly sinks in. That means your announcement shouldn't be a one-and-done.

Who should be involved?

DEFINING AND ASSIGNING THE ROLES

of Change Management

Successful change requires more than a good plan—it requires the right people in the right roles. Clear role definition and intentional team design will help you avoid gaps, confusion, and miscommunication during the change process.

This section outlines the key roles commonly involved in change initiatives at the University of Iowa and in UI Health Care, along with tips for assigning responsibilities based on the scale of the change.

Core Roles in Change Initiatives:



EXECUTIVE SPONSOR

Decision-Maker and Initiator

- Senior leader who authorizes and champions the change.
- Ultimately accountable for success.
- Active and visible throughout the initiative.

Additional supports for large-scale or high-impact change initiatives:

GOVERNANCE COUNCIL

A team of senior level stakeholders who ensure alignment across organizations/units/divisions, oversee strategy, and make key decisions. Essential when change touches policy, compliance, or culture.

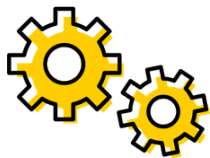
ADVISORY GROUP

Consultative group that offers input, provides feedback, and provides stakeholder perspectives. They don't make decisions, but they help ensure key voices are heard.

Roles continued



Core Roles in Change Initiatives (continued):



IMPLEMENTATION MANAGER AND IMPLEMENTATION TEAM

Orchestrators of All Moving Parts

- Formed on behalf of the Executive Sponsor.
- Responsible for planning, coordination, execution, and managing resistance.

Key responsibilities:

- Develop change plan.
- Support the Executive Sponsor in staying active and visible.
- Manage logistics, communications, and training.
- Track risks, progress, and outcomes.
- Ensure supervisors of impacted employees are involved.
- Report regularly to the Executive Sponsor or governance council.

Tip:

Build a small, diverse team that reflects affected areas (i.e., HR, IT, Finance, Comms, UIHC, faculty, staff, etc.)



SUBJECT MATTER EXPERTS (SMES)

Specialized Knowledge Providers

- Offer expertise to inform decision-making.
- Ensure the change is grounded, relevant, and credible.
- Provide feedback to refine solutions and engage employees.



PEOPLE MANAGERS

Supervisors of Impacted Teams

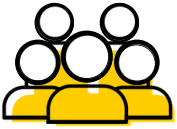
From CLARC: The Role of People Managers in Change Management by Prosci

- **Communicator** – Share personal impact messages with direct reports about the change
- **Liaison** – Engage with and support the Implementation Team
- **Advocate** – Demonstrate support for the change
- **Resistance Manager** – Identify and mitigate resistance to the change
- **Coach** – Help employees through the change process

Roles continued



Core Roles in Change Initiatives (continued):



EMPLOYEES

Everyday Change Makers

- Implement and adjust to new ways of working.
- Provide feedback and raise concerns.
- Can become advocates by engaging with the process and modeling adaptability.

How the scale of the project impacts roles:

Change Scale	Suggested Team Structure
Small-Scale Change	Executive Sponsor + small core team of those responsible for planning the change. Dual roles may be necessary (e.g., Executive Sponsor doubles as Implementation Manager). Keep responsibilities narrow.
Medium-Scale Change	Add stakeholder representation, a dedicated communications lead, and a role to track progress.
Large-Scale or High-Profile Change	Establish a governance council for oversight, an Implementation Team with clearly defined roles, and an advisory group for input/feedback. Use multiple engagement channels to reach diverse stakeholders.

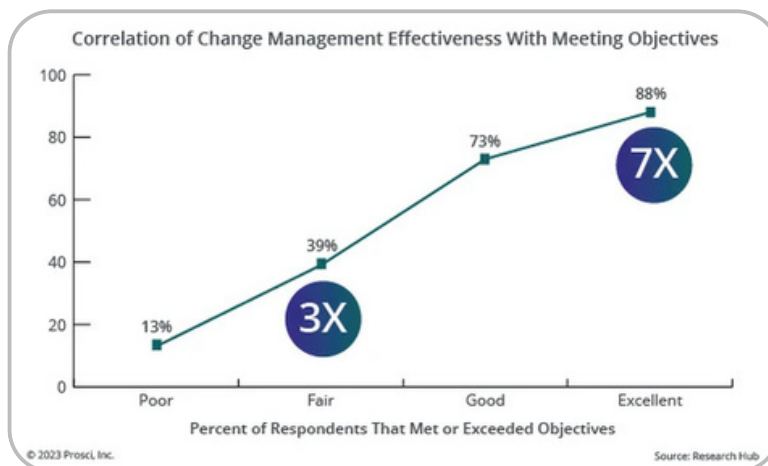
THE PROCESS OF CHANGE

Overview

This guide focuses on both the **technical side** of change (what needs to happen) and the **people side** (who it affects, how it's communicated, and what support is needed).

Research shows that projects with excellent change management are **7x** more likely to achieve change success.

-Prosci



Successful change initiatives follow a series of intentional steps:

INITIATE THE CHANGE

Define what success will look like and identify the desired outcome. Create talking points, answering *What, Why, and Why Now*. Establish a sponsorship structure and select a project approach. Name your initiative and develop a broad-stroke timeline.

ANNOUNCE THE CHANGE

Cascade initial communication about the change with great thought and intention. Start at the top of the organization with leadership and announce the change in waves to managers, supervisors, then impacted employees. Use a 1- or 2-page infographic or a high-level roadmap to make the case for change and to explain (at a high level) how and when the change will move forward.

PLAN AND IMPLEMENT THE CHANGE

Launch your Implementation Team and add detail to your plan. Perform a readiness assessment and roll out the change with the right support in place—communication, training, time, resistance management, and feedback loops. Stay responsive to what's working and what's not. And remember to keep your Executive Sponsor active and visible throughout the initiative.

SUSTAIN OUTCOMES

Monitor adoption and adjust as needed. Celebrate progress, reinforce new behaviors, and integrate the change into everyday practices. Establish operational metrics and track progress to ensure the change sticks.

Phase 1:

INITIATING THE CHANGE

The following steps will assist you in creating a strong foundation for understanding and communicating the scope and importance of your change initiative.

DEFINE SUCCESS

Change initiatives generally involve one or more of the following types of change. Consider if and how much each of these types of change will be involved in your change initiative?

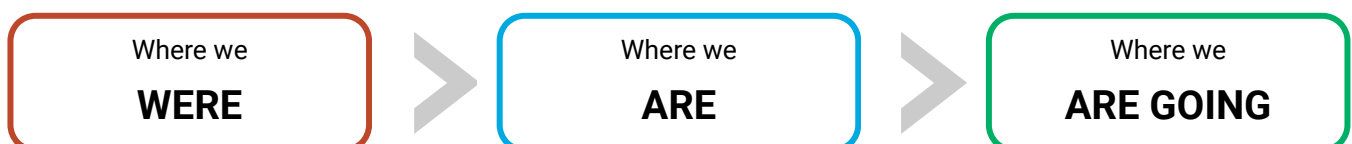
5 Types of Change



To define success, you must define both of the following.



Another way of communicating this is to clarify.



This helps to

- Celebrate the past (so people don't feel judged or criticized)
- Clarify new internal and external factors triggering the need for change
- Paint a picture of the future (what it will look like, sound like, feel like)

Phase 1
continued ↓

INITIATING THE CHANGE

Continued

ESTABLISH A SPONSORSHIP STRUCTURE

Your Executive Sponsor is the key decision-maker for this change initiative. Their responsibilities include:

- Making the final call on whether and when to move forward
- Approving financial resources and allocating support as needed

For smaller, well-scoped projects, one Executive Sponsor may be sufficient. For larger, cross-functional, or higher-risk initiatives, consider using a governance council.

Tip:

What's a Governance Council?

A governance council is typically a small group of 4–6 leaders from across key areas of the organization. Together, they support the Executive Sponsor by offering cross-functional insight, making tough decisions, and helping present a unified front to stakeholders.

BUNDLE CHANGES AND NAME YOUR INITIATIVE

Organizations rarely go through just one change at a time. When multiple changes are happening close together—especially within the same unit or timeframe—it's more effective (and less stressful for employees) to bundle them into a coordinated rollout.

Bundling related or concurrent changes:

- Reduces confusion and “change fatigue”
- Helps employees feel more prepared and less surprised
- Allows for more streamlined communication and training

Tip:

Give the Bundle a Unified Name

If the changes aren't obviously connected, use a broad, neutral label like “Modernization Initiative” or “[Unit Name] 2026 Improvements” to group them.

This approach helps reinforce the idea that the change is part of a larger, intentional strategy—not a series of disconnected disruptions.

Phase 1
continued



INITIATING THE CHANGE

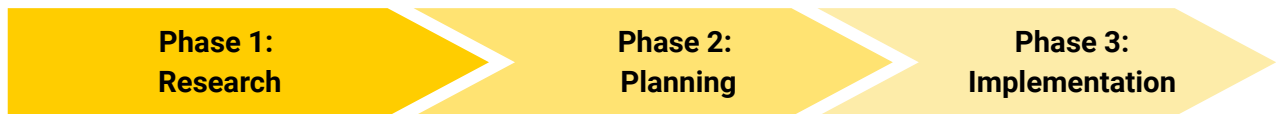
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SELECT A PROJECT APPROACH

Which structure makes the most sense for your change effort? Choose an approach that fits the complexity of your project.

OPTION 1: PHASED APPROACH

Use when your project follows a clear timeline or when activities build on one another.



This approach is helpful when sequencing matters and when each phase informs the next.

OPTION 2: TRACK-BASED APPROACH

Use when different parts of the change can be explored in parallel by subject matter experts or functional leads.

Track 1	Physical Space Changes
Track 2	Technology Changes
Track 3	Team Building

Track leads are not the decision makers. Instead, they typically gather input, do research and planning, and bring recommendations to the Executive Sponsor or governance council for decisions.

Tip:

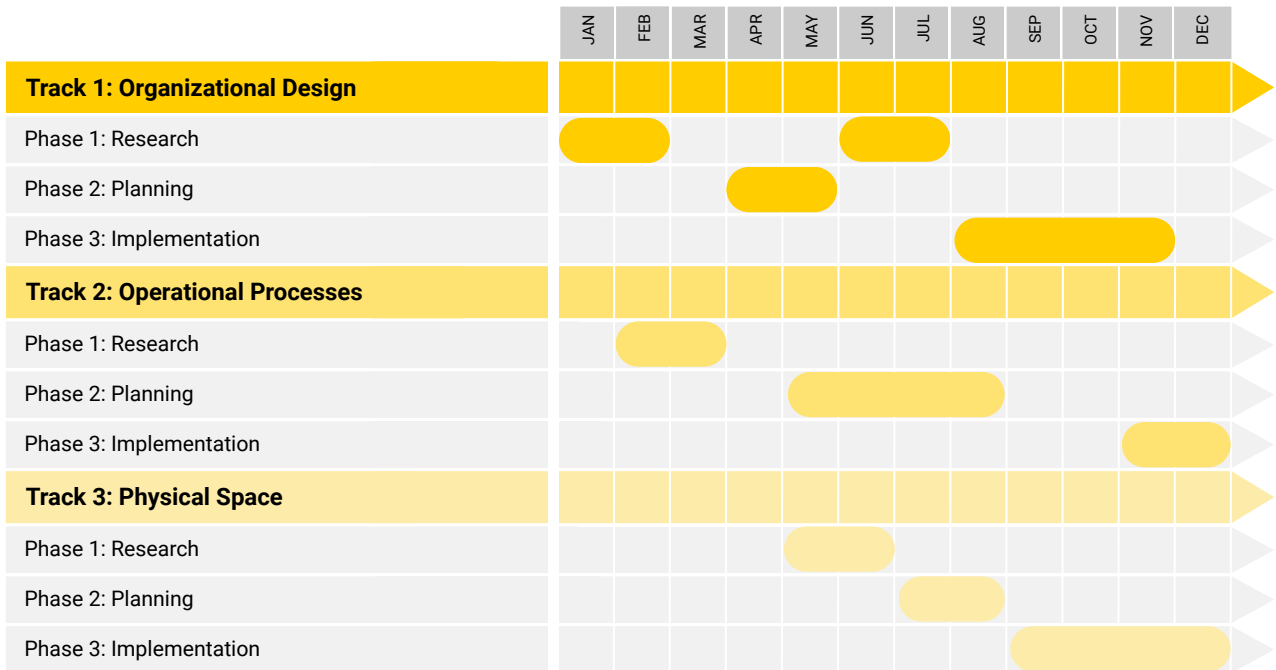
There are 5 common steps within each track:

- Step 1: Research/Benchmarking
- Step 2: Present options/recommendations to Executive Sponsor
- Step 3: Executive Sponsor makes decisions
- Step 4: Implementation
- Step 5: Sustain outcomes

Phase 1
continued

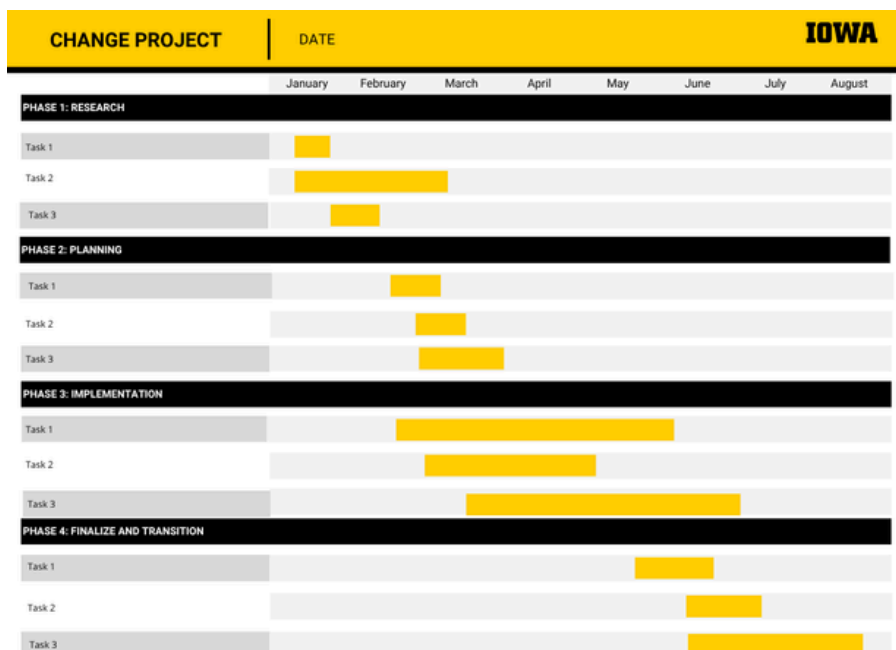
OPTION 3: USE BOTH PHASES AND TRACKS

Complex change initiatives may call for a blended approach.



Once you've selected your project approach, create a high-level Gantt chart to visually communicate your project approach.

Gantt charts can be created Excel, Google Sheets, Miro, Canva, and many more.



Phase 1
 continued
 ↓

INITIATING THE CHANGE *Continued*

CREATE AN INFOGRAPHIC OVERVIEW

Before diving into the details, create a shareable infographic overview of the change initiative. An infographic overview serves many purposes; it helps stakeholders understand what's coming and why it matters, sets a tone for transparent and consistent communication, creates a shared understanding of the path ahead, and builds early buy-in.

The infographic should include:

- **"What, Why, and Why Now":** Craft a concise case for change that's easy to repeat and share
- **High-Level Timeline:** Highlight key milestones, decision points, and when people will be impacted
- **Desired Outcomes:** Visually communicate the future state you're working towards (i.e., icons, short lists, colors, etc.)

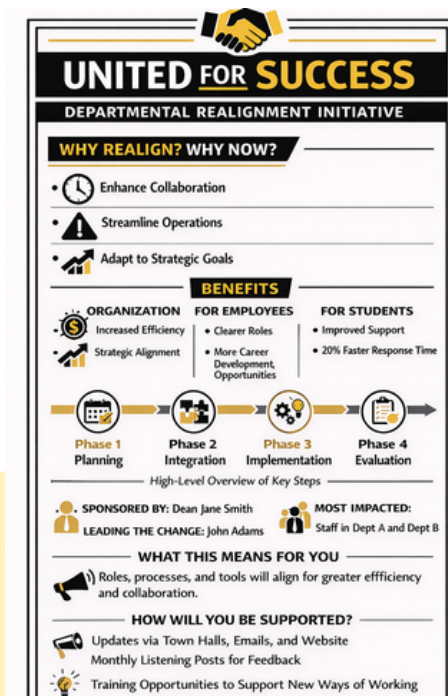
Tip:

Make it Visual and Easy to Share

- Use free design tools like [Canva.com](https://www.canva.com), [Lucidchart](https://lucidchart.com), [Miro](https://miro.com), or even PowerPoint to create professional-looking visuals.

You might also try:

- Swimlane diagrams to show phases and tracks over time
- Roadmap templates from PowerPoint, Google Slides, or Smartsheet
- Icons or color coding to show phases, approval points, or employee impact



Phase 2:

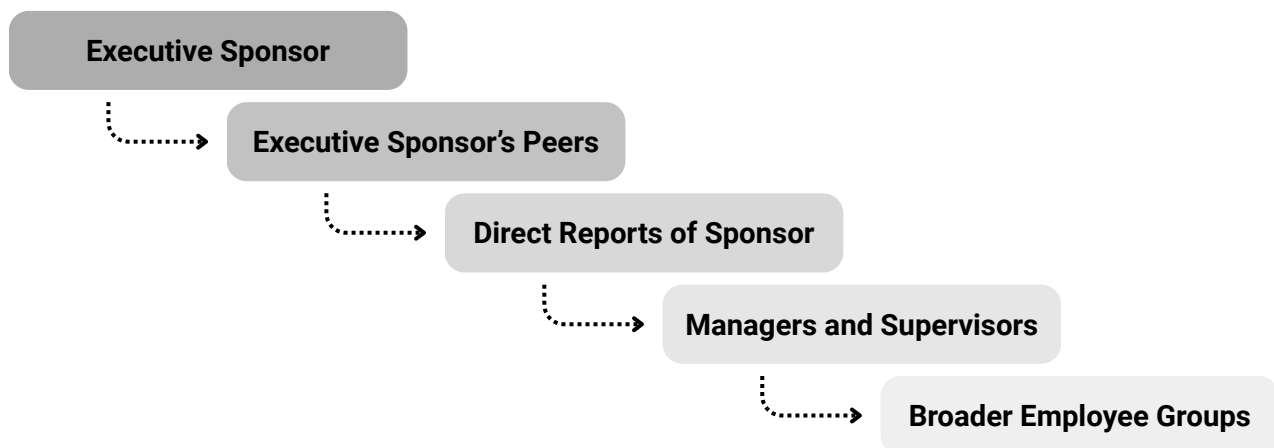
ANNOUNCING THE CHANGE

The way a change is announced can shape how it is received. A thoughtful, well-coordinated announcement builds trust, reduces confusion, and helps employees begin to understand and accept what's coming.

UTILIZE CASCADING COMMUNICATIONS

The Executive Sponsor should be the first and most visible voice in announcing the change. It's important to plan the communications strategically—sharing the message directly with each level of the organization, from top to bottom—so that everyone hears it straight from the source. This approach reinforces clarity, builds trust, and prevents misinterpretation as the message moves through the organization. Why it matters: Announcements that come out of sequence—or from unofficial sources—can trigger rumors, create resistance, or catch people off guard.

Recommended Cascade:



In some cases, timing may be coordinated down to the hour to ensure consistent messaging across departments or teams.

What to Include in the Initial Announcement:

- What's changing?
- Why is this change happening?
- Why now?
- What happens if we don't change?
- How does this support our broader strategy or vision?
- Use a short infographic and/or project roadmap as a visual aid

Phase 2
continued

ANNOUNCING THE CHANGE

Continued

How to Announce It – Repeat It, Then Repeat It Again

Research shows employees need to hear a change message at least six times before it truly sinks in. That means your announcement shouldn't be a one-and-done. Start with a personal, live announcement from the Executive Sponsor—like a team meeting, town hall, or video call. These formats allow for real-time reactions, questions, and clarity.

Then, follow up with multiple touchpoints:

- A concise email recap to reinforce the message
- A visual aid like your project roadmap to show what's coming
- Quick mentions in 1:1s, team huddles, or updates in shared digital spaces
- A web page providing change initiative updates

Repetition across different channels helps ensure the message is seen, heard, and remembered.

SCHEDULE TOWN HALL MEETINGS/LISTENING POSTS

These are short, recurring meetings that create space for employees to hear updates and ask questions. Holding these sessions after the announcement—and throughout the change—helps people feel heard and informed.

Keep it simple: A monthly, 30-minute virtual meeting may be enough. The Executive Sponsor doesn't need to attend the full session but should kick it off each month to show continued support.

Suggested Agenda:

1. **Executive Sponsor:** Restate the What, Why, Why Now
2. **Implementation Manager:** Share current status
3. Open the floor for Q&A or comments

Tip:

Capture Questions, Even If You Can't Answer Yet

If you don't have an answer, that's OK. Say so—and commit to following up. This builds credibility.

Phase 3



Phase 3:

PLANNING & IMPLEMENTING THE CHANGE

This is when the new process, system, structure, or behavior begins to take root. Your role is to ensure that people not only know what's changing (and why) but have the tools, skills, and support to make the change successfully.

KEEP YOUR EXECUTIVE SPONSOR ACTIVE & VISIBLE

After the initial announcement, it's essential to maintain the Executive Sponsor's visibility and engagement throughout the change. Executive Sponsors play a critical role in reinforcing the change—lending credibility, creating urgency, and keeping the organization aligned.

Key Actions for Executive Sponsors:

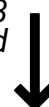
- **Communicate Frequently:** Ask your Executive Sponsor to consistently share the 'what, why, and why now' messages—not just once, but at least six times over the life of the project. Repetition builds understanding, trust, and buy-in.
- **Talk About the Change Wherever Possible:** Schedule the Executive Sponsor to talk about the change any time they interact with impacted employees or stakeholders—whether in a staff meeting, leadership huddle, town hall, or via a short mention in a newsletter or video update.

Tip:

Make Every Touchpoint Count

Even brief appearances from the Executive Sponsor reinforce the importance of the change. Each mention—whether in a live meeting, a quick video update, or written communication—signals commitment, keeps momentum alive, and strengthens trust across the organization.

Phase 3
continued



PLANNING & IMPLEMENTING THE CHANGE *Continued*

LAUNCH THE IMPLEMENTATION TEAM

When it's time to begin implementation, form a core Implementation Team that brings together a handful of people with complementary expertise, representation, and skills. This group will serve as the engine of the initiative—responsible for planning, coordinating, and carrying out the change.

Implementation Team

- Small group with diverse perspectives and skill sets.
- Directly accountable for developing the plan and managing day-to-day implementation.
- Includes expertise relevant to the change (e.g., HR, IT, communications, finance, clinical operations).

Extended Team or Advisory Groups

For larger initiatives, supplement the core team with:

- Extended Team Members – Individuals who contribute specific expertise or help execute targeted tasks.
- Advisory Groups – Broader representation of stakeholders who provide input, test ideas, and help ensure the change is realistic and well-received.

Tip:

Keep the Core Team Small

Involve enough perspectives to be credible, but not so many that decision-making slows down. Use extended or advisory groups to broaden input without overwhelming the core team.

Based on your roadmap, you might create track teams (small teams that do research and bring back recommendations to the Implementation Team and Executive Sponsor for decision-making). These teams may also help with implementation of their track.

PLANNING & IMPLEMENTING THE CHANGE *Continued*

ANTICIPATE AND MANAGE RESISTANCE

Resistance is a natural part of any change. By anticipating it early, Implementation Teams can address concerns proactively and reduce barriers to adoption.

Steps for the Implementation Manager and Implementation Team

Take time early in planning to:

1. **Anticipate how people will be impacted** - Consider shifts in workload, job roles, processes, or culture
2. **Pinpoint likely causes or sources of resistance** –
 - Demographic groups (e.g., faculty, administrative staff, long-tenured employees, residents, managers who may not yet be on board)
 - Situations where the change could create uncertainty, stress, or conflict
3. **Decide how you will get ahead of the resistance** – And remember to use your Executive Sponsor to address resistance from leaders or managers.

Support for Supervisors

Supervisors play a critical role as advocates for the change. However, they are often expected to champion the change before they fully understand it themselves. To set them up for success:

- Provide supervisors with early access to information and an opportunity to ask questions.
- Offer training sessions that prepare them to guide their employees through change.
 - **Change Management for Supervisors Training:** Specific actions and behaviors your employees need from you during times of change
 - **Audience:** Supervisors
 - Employees prefer to receive personal messages about changes directly from their supervisors, who are well positioned to help employees move through their individual change journeys. Join us to discover the five key roles that enable a people manager to positively impact an individual's journey through a change. We will prepare you as a supervisor to introduce, manage, and reinforce a change initiative with your employees.
 - Contact pe-leader@uiowa.edu to request this training
 - **Duration:** 90 minutes

By preparing for resistance in advance, Implementation Teams can turn potential barriers into opportunities to build trust, demonstrate empathy, and strengthen adoption.

PLANNING & IMPLEMENTING THE CHANGE *Continued*

PLAN COMMUNICATION

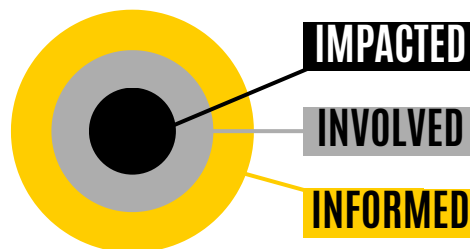
Clear, consistent communication is at the heart of successful change. Before you begin outreach, take time to define your communication approach and map out how, when, and why each stakeholder group will receive updates.

Stakeholder Mapping

Start by identifying who your stakeholders are and how they are connected to the initiative.

Use a flipchart tool with your core Implementation Team

- **Individual Brainstorm:** Have each team member independently list all groups or individuals touched by the change. One item per sticky note.
- **Categorize:** Use a shared flip chart, Miro board, or other online whiteboard. A bullseye format with three concentric circles works well: "Impacted" as the center ring, "Involved" one level out, and "Informed" as the outer ring. Each individual on the team puts their sticky notes in the circles that feel appropriate.



- **Review & Consolidate:** Come together as a team to review all the entries. Discuss overlaps, remove duplicates, and refine the list until everyone agrees on the key stakeholders and where they belong.
- **Integrate with Communication Planning:** Transfer the agreed-upon stakeholder list into your Communication Plan template.

What to Communicate

For each stakeholder or group, define both what they need to hear and what the Implementation Team needs to hear from them:

- **Before the Change** – What's changing, why it matters, and how they will be impacted.
- **During the Change** – Status updates, upcoming milestones, actions required, and checking in and asking for feedback from stakeholders.
- **After the Change** – Reinforcement messages, success stories, lessons learned, recognition of contributions, and asking what the stakeholders need to continue forward.

PLANNING & IMPLEMENTING THE CHANGE *Continued*

Build Your Communication Plan

- Align messaging with project phases and stakeholder needs.
- Use multiple formats (email, live meetings, visuals, shared spaces) to reinforce key points.
- Ensure timing supports cascading communication (Executive Sponsor first, then managers, then broader groups).
- Keep messages concise, consistent, and repeated across multiple channels.

COMMUNICATION PLAN TEMPLATE

Tip:

The Rule of 6

Research shows employees need to hear a change message at least six times before it truly sinks in. That means your communications shouldn't be a one-and-done.

ADAPT TO STAKEHOLDER NEEDS

Change isn't an event—it's a process. Once the change is underway, continue to check in with stakeholders and adjust your approach as needed.

Stay Alert to Resistance

As a core team, regularly ask:

- Where are we seeing resistance?
- What groups or individuals seem uncertain or disengaged?
- What new barriers have surfaced since implementation began?

Check in with supervisors of impacted employees. They often have a real feel of what's happening.

Adjust Communication and Support

- **Tailor your approach** – Some groups may need more detailed information, while others may need reassurance and reminders.
- **Listen actively** – Create channels for employees to share feedback, questions, and concerns.
- **Close the loop** – Respond directly to what you hear, even if the answer is "We don't know yet."

Phase 3
continued



PLANNING & IMPLEMENTING THE CHANGE *Continued*

Reinforce Alignment

Revisit your project goals and broader strategy when adapting communications. This helps employees connect their day-to-day work with the bigger picture.

Tip:

Adapt in Real Time

Don't wait for formal milestones to adjust your plan. Be ready to shift messaging, provide extra support, or revisit training as soon as you notice resistance.

Example Scenario

During the rollout of a new unit-wide communication platform, several teams reported feeling overwhelmed by learning the new tools while keeping up with daily work.

Instead of continuing to push ahead, the Implementation Team:

- Added optional drop-in training sessions.
- Sent shorter, more targeted updates focused only on “what you need to do this week.”
- Extended deadlines for certain non-urgent tasks.

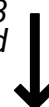
As a result, employees felt supported, and the overall adoption rate improved.

CREATE PROJECT PLAN TO TRACK PROGRESS

Throughout the implementation phase, it's important to monitor and report progress so stakeholders remain informed and engaged. Tracking also helps the team identify issues early and sustain momentum toward the end goal.

Key Responsibilities

- **Implementation Manager and Implementation Team** – Collect data on milestones, risks, and outcomes. Prepare clear, concise updates.
- **Executive Sponsor** – Review progress reports, celebrate wins, and help remove barriers that the Implementation Team cannot resolve alone.



PLANNING & IMPLEMENTING THE CHANGE *Continued*

What to Track

- Progress against the project plan and key milestones.
- Metrics that reflect adoption (e.g., training completion, usage of new tools, process compliance, observed behavior changes, feedback surveys).
- Risks, issues, and dependencies.
- Success stories or early wins that can be shared broadly.

How to Share Progress

- Provide your Executive Sponsor with regular, high-level updates (dashboards, summary reports).
- Use short, more frequent updates for managers and employees (emails, meetings, shared spaces).
- Tailor the level of detail to the audience—executive leaders may need trends, while front-line staff benefit from practical next steps.

Tip:

Show, Don't Just Tell

Whenever possible, use visuals (dashboards, timelines, scorecards) to highlight progress. Stakeholders absorb information faster when they can see it at a glance.

Phase 4:

SUSTAINING OUTCOMES

CELEBRATE SUCCESSES

Recognize and reward the individuals and teams who helped make the change successful. Timely recognition reinforces commitment, boosts morale, and encourages continued momentum.

Ways to celebrate:

- Team shout-outs or informal thank-you notes
- Small group celebrations or appreciation events
- Nominations for formal awards or bonuses

Tip:

Use UI Recognition Resources

Leverage Reward and Recognition Programs and Campus Awards to find structured ways to acknowledge contributions across the university.

ONGOING OWNERSHIP OF OUTCOMES

CHANGE INITIATIVE

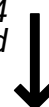


ONGOING OPERATIONAL
PROCESSES

Work with the Executive Sponsor to designate a leader who will continue to own the outcomes of the change once the project concludes. This business owner becomes accountable for maintaining results and embedding the change into day-to-day operations.

During the transition period, establish regular touchpoints between the Implementation Team and the new owner to ensure alignment and knowledge transfer.

Phase 4
continued



SUSTAINING OUTCOMES

Continued

The ongoing owner of the outcomes will define:

- Who owns what going forward
- How the work will be maintained operationally
- What support or resources are needed

Tip:

Make the Handoff Visible

A joint message from the Implementation Team and new owner can signal the transition and reinforce commitment.

TACK OPERATIONAL METRICS

After the change is live, continue measuring key performance indicators (KPIs) to ensure the desired outcomes are being achieved. Regular review helps teams stay focused, adjust as needed, and celebrate progress.

Decide:

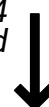
- What metrics will be tracked
- How often they'll be reviewed
- Who will review them
- To whom they will be reported

Tip:

Build Metrics into Business Rhythms

Incorporate KPI reviews into standing meetings (e.g., monthly reports or quarterly reviews) to maintain momentum without adding extra work.

Phase 4
continued



SUSTAINING OUTCOMES *Continued*

ENSURE THE CHANGE STICKS

Support long-term success by reinforcing new behaviors, systems, and mindsets. Without reinforcement, people may gradually revert to old habits.

Focus on both:

- Enablers – policies, training, and leadership behaviors that reinforce the change
- Barriers – unclear expectations, lack of follow-through, or outdated tools that pull people back

Ask:

- What will help this change feel natural and sustainable?
- What would “reverting” look like—and how can we prevent it?
- Who needs to model and reinforce the change (e.g., managers, key influencers)?