

## Change Impact Assessment how to guide

This guide helps you turn what you are hearing from teams into a clear, prioritised view of people and operating model impacts. You can use it:

- Early in change planning to move from high-level ideas to real impacts on people and work
- During delivery to capture new impacts as they emerge
- With leaders to agree priorities, owners and success measures

The companion template is a simple table you can copy into Word or Excel. You can keep prioritisation very simple. Once you have captured several impacts, you can use an effort versus impact view to decide what to do first for example move quickly on actions that are low effort and high impact.

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### How to use the template

For each impact you hear, add a row to your Change Impact Assessment table.

Recommended columns

- Area leadership and management, structures and roles, processes, governance and decision making, people and culture.
- Teams or groups affected which teams, regions or roles are impacted.
- Impact I have heard the issue or concern, ideally in the words you are hearing  
What we hope to achieve the desired future state or outcome
- Possible solution or action what you could do to move from impact to outcome
- Dependency what this relies on decisions, other projects, sign offs
- Accountable named owner for the action
- Success measure how you will know the impact has been addressed

You can remove columns if you want a lighter version.

**Worked examples**

Use these examples as a guide when you are writing your own rows.

Area	Teams or groups affected	Impact I have heard	What we hope to achieve	Possible solution or action	Dependency	Accountable	Success measure
Leadership and management	Regional managers	Managers are not confident leading difficult conversations about the change	Managers feel confident and equipped to lead change; teams feel informed and supported	Targeted change leadership sessions plus simple conversation guides and FAQs	Time in leadership calendar and sign off for support	Managers, HR business partner and change lead	Manager feedback, quality of questions in briefings, reduced escalation of issues
Structures and roles	Field based teams and central function	Field teams are picking up central tasks and are unclear who owns what	Clear accountability for who does what; field teams focused on field work	RASCI workshop with field and functional teams plus start, stop, continue exercise	Clarity on future structure and any role changes	Managers, Functional lead with HR support	Fewer hand off issues, clearer ownership in team meetings
Processes	All regions	Inconsistent processes across regions causing frustration and rework	Simplified, consistent processes that reduce duplication and friction	Ways of working session plus process mapping to agree a single standard	Agreement from regional leaders to align	Process owner	Reduced cycle times, fewer complaints about process
Governance and decision making	Global and regional leadership	Lack of clarity on who can make which decisions; decisions are slow or revisited	Faster, clearer decisions with ownership at the right level	Decision rights mapping session and RASCI for key decisions	Time with leadership team and willingness to change current patterns	Programme sponsor with HR or OD lead	Clearer decision logs, fewer escalations and rework
People and culture	Whole function	People feel disconnected from the strategy and are unsure what the change means for them	People understand the why of the change and what it means for them personally	Regular communication cadence town halls, team briefings, 1 to 1 conversations for most affected	Clear narrative and FAQs, leader availability	Managers, Leadership team with communications and HR support	Pulse survey results, quality of questions, reduced rumours

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### **Review patterns and set priorities**

Once you have several rows in your table, step back and look for patterns.

Ask

- Which areas leadership and management, structures and roles, processes, governance and decision making, people and culture show the most impacts.
- Where are we hearing the same theme from multiple teams.
- Which actions feel like obvious priorities when we look at risk, reach and feasibility.

You can then use a simple effort versus impact view to agree your top three priorities for the next four to six weeks.

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### **Use it as a live tool**

A Change Impact Assessment is most useful when it is kept alive.

- Update it as new impacts emerge.
- Close actions when success measures are met.
- Use it in leadership and project meetings to ground conversations in real impacts on people.

This guide and template are a starting point. For deeper change impact work and support with planning and delivery, connect with Torque People Consulting.