

Develop Change Management Plan

C H E C K L I S T

Managing Change in a New Reality

Tourism has undergone profound changes, impacted by a shifting economic and business environment. Change is required if businesses want to survive. Tourism businesses use change management strategies for various reasons, such as the need to improve the quality of existing products or services, create growth in new markets, increase profits, and enhance their competitive advantage.

Essential to any change plan is the need to engage your people—they are the change agents. Processes, job roles, workflows, reporting structures, skills requirements, and other factors are all linked to the people that will be involved in creating the change.

- Identify the reasons for making changes.** What problem are you solving? Some examples:
 - Improve quality of product or service offered
 - Develop new products or services for new visitor markets
 - Reduce costs to increase profits
 - Change business focus in response to reduced business capacity
 - Respond to new regulations
 - Introduce new technology that changes how the product or service is offered
- Describe the type of change(s) you need to make.** What are the focus and scope?
 - Identify type or focus of change (e.g., structural, process/policy, innovation, customer experience, skills development)
 - Outline why the changes are needed and the benefits of making them
 - Describe how the changes will align with your business priorities, culture/values, and mandate
- List all people that will be affected or need to be involved:**
 - For each person, explain why they need to be involved and what role they may have in the change process
- Gain input and support from people that will be impacted by the change,** for example:
 - Hold information sessions (e.g., staff or team meetings) to explain objectives, answer questions, and seek input
 - Conduct interviews, focus groups, and surveys to determine level of support
 - Identify advocates and resisters to the change
- Build a change management team:**
 - Use criteria to select members for the team, including credibility within the organization, strong communications skills, leadership mindset
 - Define role and responsibility of the change management team, such as to guide the development and implementation of the change plan
- Outline change plan:**
 - Define objectives, scope, measures of success
 - Describe what you expect to achieve and the expected benefits
 - Describe your stakeholder (e.g., employee, owner, supplier) engagement plan:
 - Highlight 'what's in it' for each stakeholder
 - Identify types of support, information, or other needs
 - Emphasize communications activities
 - List the steps you will take and milestones and dates for each step



- Identify who is responsible for each step
- Describe how you will proactively support and guide people through the changes
- Build in an employee preparation, support, and skills plan to ensure they are prepared for new demands

Dedicate appropriate budget and resources:

- Confirm required budget or necessary funding
- Identify other resources needed (e.g., tools, expertise)

Develop contingency plans for possible roadblocks or challenges:

- List possible risks and roadblocks
- List possible concerns and reasons for resistance to change, such as:
 - Impact on work
 - Trustworthiness of people managing the change process
 - Personal factors (e.g., finances, age, health)
 - Misalignment with personal values
 - Company's history of handling change
- Develop ways to address each possible roadblock or concern
- Develop contingency plans for significant roadblocks

Develop communications plan and stick to it:

- Reinforce rationale and benefits:
 - Why is this change happening?
 - What is the risk of not changing?
 - "What's in it for me": why is this important to each stakeholder?
- Use various ways to reach the people that must know about the project and outcomes
- Include ways for people to provide feedback, ask questions, and get timely responses
- Communicate frequently and openly

WHOM we need to communicate with	WHY we need to communicate with them	WHAT we need to communicate	WHEN we need to communicate the message	HOW we will communicate

N O T E S

