**Change Management Contingency Matrix**

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**Description:**

When making major organizational transformations, failure is always a concern. Failure can be costly, especially when these transformations are large in scope. Failure can be monetary (loss of investment costs), affect professional development (poor performance review), affect morale (stress of not executing effectively), create waste (staff time, new equipment purchased and not used), or impact the entire system (software catastrophe). If the focus of change is on launching the transformation, an important question can be missed: "How do we make sure this works?"

**When to Use:**

The Change Management Contingency Matrix should be used when an organization, division, or program is contemplating a major change in the way things are being done, in order to preemptively evaluate potential areas for failure and plan for avoiding them. This tool should be used prior to developing or developed in conjunction with a Gantt Chart[3] or Process Decision Program Chart[4].

**Construction Steps:**

1. Brainstorm a list of the key characteristics that will create success in the potential transformation. These may include:
    a. Management support at all levels
    b. Clear and timely communication to all levels about the transformation
    c. Employee buy-in

d.  Adequate time to develop necessary employee skills
   2. Determine and describe the opposite of each characteristic identified in step 1. List these
      in the first column of the Change Management Contingency Matrix (as seen in the
      template and example below).
              a.  Lack of management support at all levels
              b.  Poor communications
              c.  Lack of employee engagement and understanding
              d.  No time to develop skill sets


**Template:** Change Management Contingency Matrix

| Potential Failures | High | Medium | Low | N/A | How To Overcome/Prevent | Status |
|---|---|---|---|---|---|---|
| 1. | | | | | | ν - Ready |
| 2. | | | | | | X - Not Ready |
| 3. | | | | | | ☼ - Good Progress |
| 4. | | | | | | |
| 5. | | | | | | |
| 6. | | | | | | |
| 7. | | | | | | |
| 8. | | | | | | |
| 9. | | | | | | |
| 10. | | | | | | |
| 11. | | | | | | |


   3. Discuss each of the potential failures, rating each on its probability of occurrence, from
      high to low. Place an X in the box that best corresponds to probability for each of the
      potential failures. Use the N/A (not applicable) column if any of the potential failures are
      determined not to apply to this transformation.
   4. For each potential failure, identify a strategy to overcome or prevent it. Add these
      strategies to the Change Management Contingency Matrix, as seen in the example below.

5. On a regular basis, monitor progress in implementing the strategies for preventing or overcoming the potential failures. Use the following scale, adding this information to the column marked Status:
   a. √ - **Ready**
   b. **X - Not Ready**
   c. ☼ - **Good Progress Being Made**
6. Once the status of all of the potential failures has changed to Ready or Good Progress Being Made, implement the transformation.

**Example:** Change Management Contingency Matrix
ABC Health Department has decided to transform the patient flow process in its clinic operations to decrease customer wait times and improve efficiency.

| Potential Failures | High | Medium | Low | N/A | How To Overcome/Prevent | Status |
|---|---|---|---|---|---|---|
| 1. Lack of management support at all levels | X | | | | Build sense of urgency and conviction | √ - Ready |
| 2. No defined phasing of the transformation | | X | | | Clearly define each phase and its objectives | X - Not Ready |
| 3. No clear owner for each phase | | X | | | Develop a guiding coalition | ☼ - Good Progress |
| 4. Lack of roll out process | X | | | | Develop the practical steps to roll out the transformation | √ - Ready |
| 5. No time to develop skill sets | | X | | | Brainstorm creative ways to build needed staff skills | X - Not Ready |
| 6. Poor communications | X | | | | Develop a vision for the transformation and create a plan | ☼ - Good Progress |
| 7. No stakeholder involvement | | X | | | Implement focus groups | X - Not Ready |
| 8. No clear value to engage stakeholders | X | | | | Develop a value proposition | √ - Ready |
| 9. No clear quality or efficiency improvement | X | | | | Define what organization gains from the transformation | √ - Ready |
| 10. Lack of staff engagement and understanding | | X | | | Identify and train change agents at all staff levels | ☼ - Good Progress |
| | | | | | | |

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