THE CHANGE MANAGEMENT MATRIX – An example of its use in practice as a diagnostic tool & route map for moving forward effectively

Awareness ⇨ *Interest* ⇨ *Desire* ⇨ *Action*

Pressure for change	Clear shared vision	Capacity (resources)	Action (and performance)
3 **X X X X X** Policy and action plan in place Regular reviews Active commitment from top management	3 High level of awareness and support at all levels Staff highly motivated	3 **X** Resources (staff and funding) routinely committed Cost savings re-invested for further improvements	3 **X X** Action being taken and embedded throughout the organisation Monitoring and reporting of progress
2 **X X** Policy agreed and communicated to all staff	2 **X X X X** Representatives from all levels of management chain involved in planning process and drawing up action plan(s) All staff given opportunity to make an input	2 **X X X X** Key staff working on plans and projects. Staffing and funding needs identified and resources becoming available	2 **X X X X X** Wider engagement across the organisation 'Low-cost' and more 'no-cost' measures implemented
1 Board level "champion" appointed Drafting of policy	1 **X X X** Key and supportive staff identified for assisting in drafting policy, taking action, and driving the process	1 **X X** "Champion" appointed at middle management level (to support the Board's "Champion"). Training & development needs assessment	1 Commencement of action at some levels of the organisation. Some 'no-cost' measures implemented
0 No explicit policy 'Business as usual', no forward planning Lack of consistent leadership & responsibility (buck passing)	0 De-motivated staff kept in the dark No communication. General mistrust	0 No investment. High stress levels in over-worked and under-valued staff No training & development	0 Zero action (or limited to crisis management)

In this real example from a major business in Devon of using the matrix as a diagnostic tool and route map, seven members of staff from different parts and management levels of the business were asked to mark (**X**) the matrix according to their own experience of how environmental resource efficiency was being implemented.

Whilst a consensus was reached in some areas, it was clear that there were differing views on the motivation and buy-in from staff (column 2) and the resources dedicated to raising performance (column 3). These were therefore the areas that required attention if the business was to make real and lasting progress.

One result from this particular exercise was a plan to improve staff development and to re-use the matrix at future review meetings to help ensure the business stays the course.

This example highlights the point that management may have a different view from the various operational levels of a business just how well change, environmental resource efficiency, climate change etc is being embedded. Use of the matrix helps identify where opinions differ so that agreement can then be reached on the most effective way forward. The aim is to reach row 3 for all columns – and to then stay there!