Key learnings

* **Change Management Models**

* **Change Lifecycle planning**

* **Practical Applications**

* **The Role of the PM in Change**

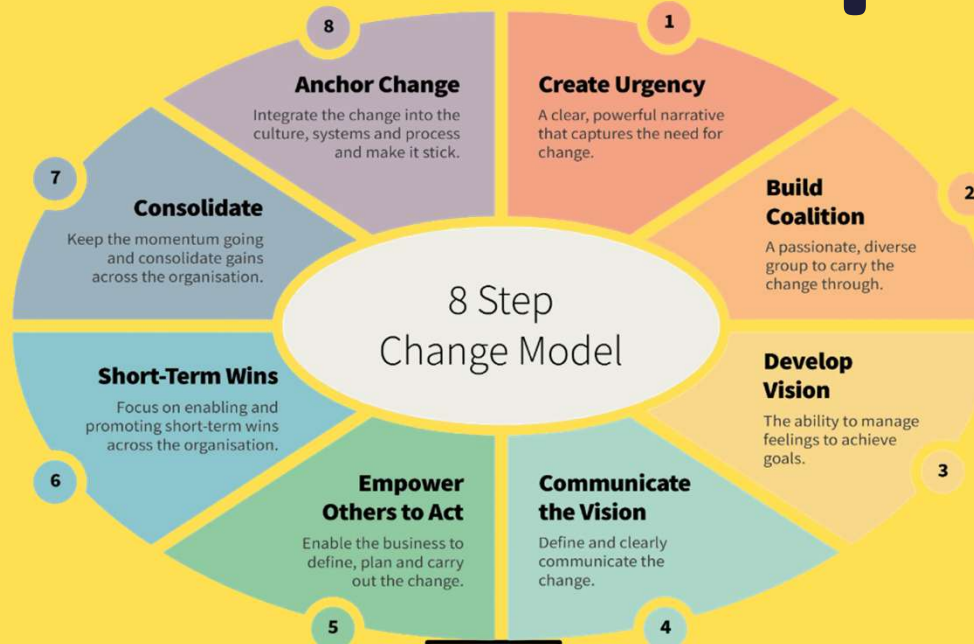* **Change Risk Response**

#1 Communication Skills

It is all in the ability to convey strategy and change effectively, listen actively, and collaborate with colleagues, staff and stakeholders to get to your goal.
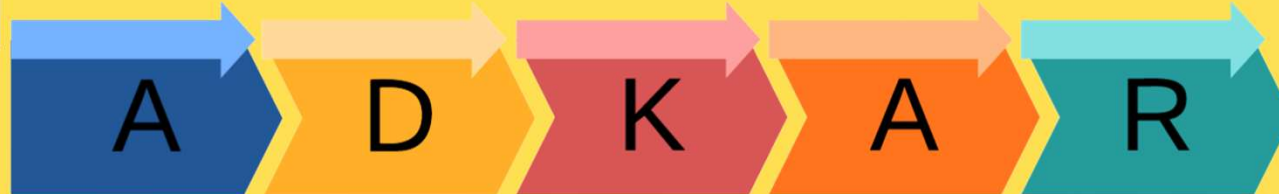
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Kotter's 8 Steps

8 — Anchor Change
Integrate the change into the culture, systems and process and make it stick.

1 — Create Urgency
A clear, powerful narrative that captures the need for change.

7 — Consolidate
Keep the momentum going and consolidate gains across the organisation.

2 — Build Coalition
A passionate, diverse group to carry the change through.

8 Step Change Model

6 — Short-Term Wins
Focus on enabling and promoting short-term wins across the organisation.

3 — Develop Vision
The ability to manage feelings to achieve goals.

5 — Empower Others to Act
Enable the business to define, plan and carry out the change.

4 — Communicate the Vision
Define and clearly communicate the change.

ADKAR Model

A	D	K	A	R
Awareness	**Desire**	**Knowledge**	**Ability**	**Reinforcement**
• Announce the change to employees well ahead of time. • Explain your reasoning behind the change, including current pain points and potential ROI of the new solution. • Give employees an opportunity to ask questions and make suggestions.	• Gauge employees' reactions to the change. • Identify champions. • If employees are resistant or indifferent, address their concerns or show them how the change benefits them personally.	• Provide training or coaching to show what employees need to do after the change takes place. • Address any skill gaps. • Offer resources, such as process flowcharts, that employees can reference later on.	• Schedule practice runs before the change is fully implemented. • Monitor performance immediately following the change and provide constructive feedback. • Set reasonable goals and metrics at the start. • Adjust processes as necessary.	• Monitor the change over time to ensure it fulfills your desired outcome. • Use positive feedback, rewards, and recognition to encourage employees to keep following the new process.

← Enablement zone →   ← Engagement zone →

Change lifecycle

1. PLAN
2. ENGAGE
3. EXECUTE
4. SUSTAIN

PM role in change

- Leading the change through project rollout
- Financial forecasting and maintaining budgets
- HR & training coordination
- Compliance oversight or potentially full responsibility of outcomes

LEAD WITH CLARITY, COLLABORATION AND CARE

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Step 1 - Plan and Assess

Identify stakeholders – who will change occur to

Gap analysis – what don't we have

Forecast resources – what we need to continue

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Step 2 - Engage and Communicate

Key Staff meetings – who needs to be involved

Email updates – staff talk make sure you are

first and control narrative

Policy creation – have the law ready

Step 3 - Pilot and Train

Role-specific simulations – small roles with

specific tasks

Trial and feedback – don't be afraid to hold here

Step 4 - Roll-Out

Define milestones – key times and goals to get to

Use champions – the first carriage staff!

Feedback loops – enable staff to be heard

Step 5 - Review and Sustain

Measure metrics – Financial, patient, satisfaction

Plan audits (PDSA)

Log it! Quality Improvement Activity

Practical Application

- Workflow updates
- Policy changes
- Staff training
- Patient communication
- Re-forecasting of budgets
- ADHOC Director meetings
- Business structure change

- Project group creation
- PM support
- Staffing restructure
- Templates
- Meeting scheduling
- Engagement communications

Manage pitfalls and know your weaknesses

Do not underestimate resistance

Do not underestimate the effects of poor communication

What are my weaknesses? Compensate for these.

Use staff champions

Explain the WHY and what is in it for them

Recognise and reward staff

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I do not have any change coming up!

HPSSA – 3.5% increase in wages as of 1 July 2025

Super Guarantee from 11.5 to 12% as of 1 July 2025

Privacy legislation and the IPOLA Act (Info privacy and Other Legislation Amendment Act) now replaces Information Privacy Principles as of 1 July 2025, Queensland Privacy Principles, increase rules on data breaches, increased OIC powers.

MBS Chronic disease management changes – GPCCMP items as of July 1 2025

AI governance and implementation

DOCUMENT IN YOUR RISK REGISTER

Remember

Integrate policy & process

Prioritise communication

Use phased implementation

Be kind to yourself