

ARCUSTM CHANGE MANAGEMENT MATRIX

Plot in each column where the organisation stands and then try to make progress by moving up the matrix in a straight horizontal line, targeting the weaker areas first.

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

Pressure for change	Clear shared vision	Capacity (resources)	Action (and performance)
3 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 Resources (staff and funding) routinely committed Cost savings re-invested for further improvements	3 Action being taken and embedded throughout the organisation Monitoring and reporting of progress
2 Policy agreed and communicated to all staff	2 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 Key staff working on plans and projects. Staffing and funding needs identified and resources becoming available	2 Wider engagement across the organisation 'Low-cost' and more 'no-cost' measures implemented
1 Board level "champion" appointed Drafting of policy	1 Key and supportive staff identified for assisting in drafting policy, taking action, and driving the process	1 "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)