

FOUNDATIONS CONSULTING - CHANGE COMPLEXITY RATING RULER

Program/Project Name: *Insert name of Program / Project*

Brief Description: *Provide brief overview of initiative*

Element	Score	Ratings & Descriptions	Rationale/Comments
Change Magnitude	2	High - 3: Transformational Change - change represents a shift in strategic direction, business model, organisational structure and/or culture. Med - 2: Significant Change - change represents a tactical adjustment in pursuit of defined objectives within the business. Low - 1: Incremental Change - change represents a minor adjustment in accordance with continuous improvement.	
Technical Complexity	3	High - 3: New or significantly modified business critical systems & business processes. Med - 2: Changes to existing business critical systems & business processes, or changes to non-critical business systems/processes. Low - 1: Minor or no change to business systems & business processes.	
Organisational Complexity	3	High - 3: Impacted stakeholders come from multiple & diverse business units and/or include numerous external groups. Med - 2: Impacted stakeholders predominantly from one business unit and/or include a small number of externals. Low - 1: Impacted stakeholders limited to one business unit.	
Dependencies	2	High - 3: Stream of work has critical dependencies on / for other Programs/Projects. Med - 2: Stream of work has critical dependencies on / for other Projects within the Program. Low - 1: Stream of work has no dependency on other Projects, nor is a dependency for any other Project / Program.	
Stakeholder Engagement	2	High - 3: Impacted stakeholders currently undergoing a high volume of other business change and/or the risk of resistance is 'high'. Med - 2: Impacted stakeholders currently undergoing a significant volume of other business change and/or the risk of resistance is 'moderate'. Low - 1: Impacted stakeholders expected to support change and actively contribute to its delivery with minimal resistance.	
TOTAL	12		

Score	Complexity Rating	Expected Change Management Effort & Resourcing Needs
5 - 6	Low	The assessment suggests that the Change Management effort is straight-forward and manageable with minimal risk. Change Management expertise should only be required in a consulting/advisory capacity to the project. The suite of Change Management deliverables required for a 'Simple' project should be adopted.
7 - 9	Medium	The assessment suggests that the required Change Management effort is significant and may require a dedicated Change Management resource in some capacity throughout the project lifecycle. The suite of Change Management deliverables required for a 'Simple' project should be adopted.
10 - 12	High	The assessment suggests that the initiative will require a comprehensive Change Management effort. It is recommended that the Program/Project engage an experienced Change Management resource to assist with a detailed assessment of stakeholders & impacts, and to develop a suitable Change Management approach. It is likely that one or more dedicated Change Management resources will be required on an ongoing basis throughout the project lifecycle. The suite of Change Management deliverables required for a 'Complex' project should be adopted.
13 - 15	Very High	The assessment suggests that the initiative has an extreme level of complexity and will require a comprehensive Change Management effort. However it also highlights that the business may not be ready to assimilate the change at this point in time, which presents a significant risk to a successful delivery. Efforts to improve business readiness should be undertaken prior to proceeding with the initiative in question. Dedicated Change Management resources will be required on an ongoing basis throughout the project lifecycle. The suite of Change Management deliverables required for a 'Complex' project should be adopted.