

Deliverable	Tasks
Change Management Plan	Based on Readiness Assessment, create a change management plan to increase change readiness at the Wave 1 and Wave 2 sites.
Communication – messages to all stakeholder groups inside the company	Develop detailed communication plan defining stakeholders, communication frequency, and key messages. Write articles for: <ul style="list-style-type: none"> • Bi-weekly newsflash • Weekly extended team and back home communications • Mozart Notes upon completion of milestones • Standard Site Pre-live communication packages • Standard Site Go-live communication packages.
Change Readiness Assessment (Target Readiness)	Conduct Change Readiness Assessments to serve as the foundation for action planning with the sites.
Sponsorship and Commitment building at all levels	<ul style="list-style-type: none"> • Conduct Change Scorecard Assessment of Project Mozart to measure Program Management, Leadership, Tools and Support, and Communication and Ownership and report results to steering committee • Expand the Change Scorecard Assessment to sites when implementation team arrives at the sites • Conduct monthly information and planning sessions with site steering committees prior to implementation to facilitate information sharing and begin site ownership of decisions
Organizational Alignment (match job redesign to process redesign)	<ul style="list-style-type: none"> • Work with the Sites and the Process Teams to identify job impact by function and by role (change is job content and organizational structure) • Create generic job change discussions based on process flow documents created by the project team • Work with site implementation teams to identify key transition activities for sites. This consisted of conducting “Job Change Workshops” at each location to identify site specific jobs, training, staffing level changes, job combinations and support.
Training and capacity building – Project Team Coaching	<ul style="list-style-type: none"> • Conduct Core team coaching sessions to create understanding of change management requirements specific to their site
Change Agent Capacity building (Core Team capacity building)	<ul style="list-style-type: none"> • Assess the ability of each core team member and conduct individual coaching sessions to prepare them to be effective change agent
Cultural Change	<ul style="list-style-type: none"> • As part of the assessment, define cultural change and determine communication themes for ongoing site specific work
Change Management Tool-kit	<ul style="list-style-type: none"> • Create very detailed change management tools to be used by Cardinal employees to take over the change management role and build these skills internally