

# Change Adoption Playbook

Most change fails in adoption, not design. Align the people it affects, communicate on a rhythm, and measure whether behaviour actually changed.

## 1. Stakeholder alignment map

List each group affected by the change. Be specific about what changes for them and what they are likely to worry about.

| Stakeholder | What changes for them | Likely concern | Stance today | Action and owner |
|-------------|-----------------------|----------------|--------------|------------------|
|             |                       |                |              |                  |
|             |                       |                |              |                  |

Stance: champion / supportive / neutral / sceptical / opposed. Spend most of your effort on the sceptical middle, not the already convinced.

## 2. The leadership alignment test

- ☐ Leaders can explain **why** the change is happening in one sentence, in the same words.
- ☐ Leaders have agreed what will **stop** as a result of this change.
- ☐ Every affected team has one accountable sponsor who is visible, not only the programme lead.
- ☐ Leaders have agreed how they will respond when the change creates a short-term cost.

### 3. 30 / 60 / 90 communication cadence

| Window     | Message focus                 | What to do                                                                                              | Channel                      |
|------------|-------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------|
| Days 1–30  | Why, and what is not changing | Brief leaders first. Hold small-group sessions with affected teams. Invite questions and record them.   | Team sessions, 1:1s          |
| Days 31–60 | How it works day to day       | Show concrete examples. Publish answers to the questions raised. Fix the first friction points visibly. | Demos, short written updates |
| Days 61–90 | Is it working?                | Share adoption data honestly. Recognise early adopters. Adjust what is not landing.                     | All-hands, leader check-ins  |

### 4. Adoption measures

Measure behaviour, not attendance. Pick three to five.

| Question                      | Example measure                                        | Baseline | 90-day target |
|-------------------------------|--------------------------------------------------------|----------|---------------|
| Are people using the new way? | Share of transactions or tasks done in the new process |          |               |
| Is it being used well?        | Error or rework rate; time to complete                 |          |               |
| Do people understand it?      | Pulse survey, five questions, same each month          |          |               |
| Is it sticking?               | Workarounds still in use; support requests per week    |          |               |

**Warning signs at day 60:** adoption stalls at the first team to adopt; leaders describe the change differently; questions stop arriving (silence is not agreement).

**Leading a change that has to stick?**

**Book a Business Advisory discovery call →**