STAIRS

Stakeholders together adapting ideas to readjust
local systems to promote inclusive education

CHANGE MANAGEMENT TOOLKIT

Tool No. 9.

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STAIRS

Tool #9. Feedback Strategy Overview & Options

Target group (who can use it)

Change Leaders and Managers

Short description

For leading and managing change, it is very important to get and provide feedback. Several strategies are herein provided to be chosen at each phase of that process. Change Leaders and managers just have to analyse those provided on the template below and choose the best appliable to the phase of change they are planning or undertaking.

Detailed description of the tool and required material, attachments

When implementing a change, create a feedback strategy for each phase of the change:

- **Pre-implementation** – used to understand existing **concerns**
- **Implementation** – illustrates how the implemented change immediately impacted the identified concerns and helps determine if iteration is necessary
- **Post-implementation** – used to monitor and control the implemented change and fosters continuous improvement

The data collected in each phase allows the Project Team to understand the successes and ongoing opportunities of the roll-out. This information is communicated to the Leadership Team to enable informed decisions. The following graphic illustrates the elements of the feedback strategy.

Feedback Strategy Options

When obtaining feedback there are various self-service or in-person methods to choose from. Use the Feedback Strategy Options Template below to select the strategies that best apply.

Users' guide, equipment

Equipment	Quantity
Feedback Strategy Options Template	At least 1 for each phase of implementation.

Level of difficulty (easy, medium, advanced)

Medium

Tags

Keeping change going and on track and people involved

Feedback Strategy Options Template

Self-Service Feedback Strategies

Description	**Advantages**	**Pre-Implementation**	**Implementation**	**Post-Implementation**
Surveys/User Polls ***(Survey Monkey, Qualtrics, etc.)*** Used to obtain the overall pulse of the change. It is best to	• easy to use • reach large numbers of people anonymous	1 survey to understand current state	1 pulse survey sent one week after go-live date	Used periodically for continuous improvement

use no more than four surveys during the lifecycle of the project to avoid survey fatigue. *(requires vetting of questions and testing of tool selected prior to use)*	(optional)			
Open Comment Box An open text box that lives on a dedicated project specific web page or a department's intranet. This mechanism is best suited for post-implementation where the feedback goes directly to the process owner for continuous improvement. *(may require ongoing monitoring)*	• live URL available 24/7 • anonymous (optional) may leave open indefinitely for ongoing input	n/a	Ongoing throughout implementation period	Ongoing for continuous improvement purposes
Incentivized Feedback Use work appropriate incentives to increase feedback participation (e.g. raffle, gift cards, event tickets, etc.). *(consider any potential impact the incentive may have on the data being collected)*	• elicits creates excitement that increases individual participation and leads to word of mouth marketing	n/a	n/a	Collect feedback over 2- weeks
1:1 Meetings Utilize 1:1 meetings to learn how the change is being received *(requires safety and trust)*	• comfortable setting • enables vulnerability gathers individual in-	Discussion topic at each 1:1 meeting	Discussion topic at each 1:1 meeting	Discussion topic at each 1:1 meeting until change fully realized

	depth feedback			

In-Person Feedback Strategies

Description	Advantages	Pre-Implementation	Implementation	Post-Implementation
Team Meetings Allows employees to surface feedback on the change in their current team environment. *(requires strong facilitator)*	• creates transparency raises group issues	2-3 meetings to collect/share information	Bi-weekly meetings to collect/share information throughout implementation period	2-3 meetings to collect/share information
Focus Groups (5-12 participants) Allows the Project Team to solicit specific feedback from key contributors. *(requires strong facilitator and real-time transparency of information captured)*	• shared experience • participants react together and build off of each other's comments option to curate audience	1-5 sessions	n/a	n/a
Townhalls Use to summarize findings, celebrate successes, and address opportunities related to the change across all key audiences *(requires strong facilitator and prepared agenda)*	• reach large numbers of people • creates transparency solicits community input	1 – 2 meetings to provide key information	n/a	1 – 2 meetings to provide key information

Adapted from Berkeley University of California, Change Management Toolkit