



Powerful Change Management Employer Workbook

Based on the Biz Bite: How to Navigate Through Change

Presenter

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Video

Use the QR code or link to watch the recording:
youtu.be/qgctsTeW-kA



How to use this workbook

This workbook helps business owners, managers, supervisors, and solo entrepreneurs plan and lead change with less confusion and resistance. Use it before launching a change, while communicating the change, and after go-live to reinforce new habits.

Core idea: Every change challenge comes down to how well you navigate the people side of change. Real tools, clear communication, and steady reinforcement help change stick.

Change management roadmap

No.	Focus	What to do
1	Name the change	Clarify what is changing and why it matters now.
2	Assess readiness	Use Awareness, Desire, Knowledge, Ability, and Reinforcement to find the first barrier.
3	Build awareness and desire	Explain the business risk, the personal impact, and the better future state.
4	Communicate repeatedly	Use the 3-2-1 rule: communicate more than you think, listen two ways, and keep one leadership message.
5	Watch resistance	Look for disengagement, declining service, silence, or old habits returning.
6	Turn change into opportunity	Identify new capabilities, markets, processes, and competitive advantages.



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1. Clarify your current change challenge

Change may be related to technology, staffing, restructuring, culture, customer expectations, new systems, new regulations, market shifts, or even personal changes that affect how the business operates. Start by naming the change clearly.

Current change snapshot

Prompt	Your notes
What is changing?	
Why is this change needed now?	
Who will be affected?	
What is the cost of not changing?	
What will success look like 30 days from now?	

Small business reminder: In small teams, every person matters more. Losing one key person during a transition can create real cost through hiring, training, productivity loss, knowledge loss, and morale impact.



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2. Use ADKAR to find the first barrier

Brenda used the ADKAR model to help employers identify where people are getting stuck in a change. Rate each area from 1 to 5. Start your action plan at the earliest area scoring 3 or lower.

ADKAR area	Question to ask	Target statement
Awareness	Do people understand why the change is needed?	I understand why we need to change.
Desire	Do people want to support and participate in the change?	I want to support this change.
Knowledge	Do people know how to make the change?	I know how to make this change.
Ability	Can people actually implement the change?	I am able to do what is required.
Reinforcement	Will the change stick after go-live?	I will continue and sustain this change.

Readiness scorecard

Area	Score 1-5	What is missing?	Next action
Awareness			
Desire			
Knowledge			
Ability			
Reinforcement			



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3. Build awareness and desire first

Awareness and desire are the foundation of change. If people do not understand why the change matters, or do not see a reason to support it, training and tools will not be enough.

Area	What to do
Awareness	Share the real business risk of not changing. Use data when possible. Connect the change to job security, customer experience, quality, revenue, or sustainability.
Desire	Answer "What is in it for me?" for each person or role. Acknowledge what people may lose, then paint a picture of the better future state.
Trust	Use open and honest communication. Be transparent about what is known, what is not known, and what support will be provided.

Change communication template

Here is what is happening. Here is why we have to act. Here is what this means for you. Here is how we will support you. Here is what happens next.

Draft your message



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4. Communicate and watch for resistance

The 3-2-1 rule helps employers communicate change in a practical way. Communicate three times more than you think, create two-way conversations, and keep one consistent leadership message.

Part	Meaning	Action
3	Communicate three times more than you think.	Repeat the why, the impact, the timeline, and the support available.
2	Use two-way conversations.	Listen, gather concerns, and create space for questions.
1	Keep one consistent leadership message.	Make sure leaders are aligned before speaking to the team.

Resistance red flags

☐ People become disengaged or quiet in meetings.

☐ Quality or customer service starts declining.

☐ Customer complaints increase.

☐ You are the only person talking about the change.

☐ People return to old ways when no one is watching.

☐ Concerns turn into negativity, rumours, or anxiety.

Intervention moves

Move	What to do
Use ADKAR one-on-one	Find where the person is stuck instead of assuming resistance is attitude.
Address concerns directly	Do not ignore concerns. Silence can create rumours and anxiety.
Win over informal leaders	Identify change champions who can help others move forward.
Celebrate movement publicly	Recognize small wins so people see progress.



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5. Turn change into opportunity

Every change challenge can contain hidden growth potential. Use the opportunity finder questions to look beyond the disruption and identify what could improve because of the change.

Opportunity area	Question to answer
New capabilities	What new skills, tools, systems, or capacities could this change create?
New markets or customers	What customers, audiences, or revenue streams could this change open up?
Improved processes	What steps, workflows, service issues, or bottlenecks could be improved along the way?
Competitive advantage	What could make the business stronger, faster, more responsive, or more resilient?

Opportunity notes



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6. Build a 30-day change action plan

Brenda closed with a practical 30-day action plan. Use this page to move from intention to action. The success metric is simple: what will be different 30 days from now for the better?

Timing	Focus	Action
Week 1	Build awareness	Draft the "why this change" message. Identify informal leaders. Schedule one-on-one conversations with key people.
Week 2	Create desire	Address what is in it for each person or role. Communicate opportunities, not just problems. Gather feedback and concerns.
Weeks 3-4	Enable success	Provide knowledge, training, and tools. Remove obstacles. Provide support. Celebrate early wins publicly.
Go-live and after	Reinforce	Keep checking ADKAR scores, follow up, and prevent people from falling back into old habits.

Your 30-day success metric

Thirty days from now, the change will be working better because:

Source: Biz Bite: Powerful Change Management - How to Navigate Through Change, presented by Brenda Kolasa, Brenda Kolasa Success Coaching.