FOR PROJECT LEADS

Before Your Project Goes Live

Assess impacted stakeholders and whether they have capacity

1. **Each change makes sense alone**
   Problems appear when projects stack and teammates can't absorb them. It's drinking from a firehose, and teammates shift from learning to trying to get by.

2. **Supportive doesn't mean ready**
   A team can support the change and still have no time in the day to learn and apply it.

3. **Past projects set the stage**
   If recent projects ran late or didn't stick, expect more hesitancy around yours.

4. **Not every deadline is fixed**
   Some projects have a set date, like a new policy. Others can shift. Know which yours is before deploying.

5. **Make it safe to say "I'm overwhelmed"**
   People who can't say it out loud often just silently stop participating altogether.

WHAT GOOD LOOKS LIKE

Start Here

1. Summarize the change in one sentence

"We will screen every patient for food, housing and ride needs at check-in." People are busy. Make the change easy to understand.

2. Ask, "What changes in a normal day?"

For each group, name what's different about their tasks, tools, skills, and schedule. Then ask them how big the change feels.

3. Name what each group loses

Ask, "Who is most likely to lose something?" Talk with them first, while the plan can still be adjusted.

4. Start with a pilot

Try it with one team or shift for a set time, something like two weeks. Check the results before you roll it out broadly.

5. Ask your sponsor to free up capacity

Show what teams already have going on and suggest a task to pause. Get it in writing so it holds when things get busy.

No change happens in isolation. Time it with other projects so the people using it can keep up.

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Matt Humer · mhumer@adoptionlab.ai · AdoptionLab.AI