

Module C Assignment

Instructions: Building a change management plan

This template is to be used during the Module C programme as a step-by-step guide for creating a change management strategy for your organisation. **Learning outcome:** This template is a practical way of organizing your idea into a strategic framework, helping you to develop it from concept to execution.

How to use this document:

- If using this as a SHARED Google Slides doc - please make sure to MAKE A COPY (File > Make a Copy > Save to your own Google Drive)
- If using it as a template download it as a PDF and save it to your hard drive.
- Please work on ONE final copy to submit at the check-in and final session.

Group Organisation work:

- Ideally, this template is to be filled in per media organization and not individually. Where there are more than 5 people from one media group, WIN will assign you into a team. Each team will then submit one assignment.
- The goal is to build your strategy, working as a cross-functional team or teams in your organization.
- You may not have all the answers to the questions in each section - make sure you collaborate and gather relevant data or insights from other teams in your organization. Think about building a collaborative outreach strategy to other teams like: Editorial, Digital product, Data and analytics, and/or Sales and Marketing.

Instructions: Timelines

- **October 7:** Introduction to Module C and Template Overview
- **October 15:** Submit for coaching check-in as a team. Book a 30-minute session through WIN with Lyndsey Jones.
- **October 22:** Submit your draft of your slide deck to date for comment and feedback
- **November 12:** Be ready to present your content and audience plan with your group. You can showcase the plan and 5 slides as an executive pitch to your leadership team.
- Please note there will be peer-to-peer structured mentoring and discussion sessions before each webinar

Assignment part 1

How to move from a current state to a desired state

From-To statements describe the **current state** your company is in versus the **desired state** you wish to get to, focusing on your change management project and ways to diversify revenue by saving time and money or generating new revenue streams.

Identify gaps in coverage, resources and products and include them in your statement.

Describe conditions **before** and **after** the change.

FROM	TO
Print-centric newsroom	Audience-focused newsroom
No planning of content	Content is planned regularly
Subscribers are declining	Subscribers are increasing



Assignment **part 1**

- Identify your problem. What do you need to do to identify a new audience and/or product for that audience? Where do you want to get to?
- Think about your change management project. Sum it up in one headline and a secondary sentence.
- Use the framework 'From-To' statements to map out where your company needs to move forward.
- Create a slide as part of your final presentation using the From-To statements and your sum-up sentences.



Assignment **part 2**



- Now that you have identified your problem and where you want to get to, map out how you will get there. Answer the questions: How will you do this? Who will help you to do this?
- On one slide, list 3 to 5 key actions that you will take to achieve your goal. Each action must help to develop your change management project and help to diversify revenue streams.



Assignment **part 3**

- Now that you have identified your problem, where you want to get to and how you will get there, map out on one slide how you will measure your success.
- What will be the impact on the goal? What will you achieve?
Write a short statement on one slide that spells out your SMART goal

The SMART way to succeed

SMART goals are a structured way to set goals and increase the likelihood of success. The acronym stands for:

Specific - better at what?

Measurable - what metrics will you use?

Achievable - ambitious but realistic

Relevant - relates to the business goals

Timeline - when will you achieve your goals?

A SMART goal example

We will have 2,500 digital-only subscribers under the age of 50 by 2027.

We will use GenAI tools to help generate headlines to drive traffic to XX by XXXX

We will devise and test an AI tool to search our archive material that we can charge a premium for to enhance our service to our users/subscribers



Assignment **part 4**

- Now you should have 3 slides that identify your problem, where you want to get to, how you will get there, and measure your success.
- On a fourth slide, bring it all together in a table and rate from 1 to 10 what is the most urgent and achievable, 10 being most urgent.



Fill in your gaps	Current state	Desired state	Gaps	Solutions	Rating 1-10
Is there demand for this?					
Can you/your team do it?					
Is it worth it?					
Where do you want to be by when?					
What does success look like?					
How do you measure it?					
What is the smallest step?					
Who will help you?					



Assignment **part 5**



Answer these questions on a fifth slide:

- Who is the targeted audience? Be specific. Are they external? Internal?
- What are the needs or problems that you will solve for these audiences?
- Will they have input into the project?
- How will you communicate your project?
- When will you do this? Spell out your timeline and Go Live schedule.



Assignment part 6

What is your next step? One one slide outline what you will do next to progress your project.

Bring everything you have learnt into a complete deck of a maximum of six slides and prepare for a 5 minute presentation in the final webinar that will demonstrate an action plan for change that includes revenue generation.



Bring it all together into a road map

Goal: 10,000 digital-only subscribers by Jan 2026

Who will help you?	X reporters; X IT developers; external partners	
What are you going to do?	Train reporters in the use of AI tools	
How will you do it?	Produce XX stories a day that use GenAI headlines and summaries	
What will you achieve?	Increase reach by X%, increase engagement by X%	
What will be the impact on the goal?	Increase in subscriptions from users by X%	