



Impact Analysis

Impact analysis is a structured approach through which the full impact of a proposed change may be evaluated. It is conducted within a group context, where participants brainstorm the consequences arising from the implementation of an option and the magnitude of these consequences. For more complex changes, it is advised to use groups from multiple functions with greater levels of relevant experience.

Using 'Impact Analysis'

Step 1: A group of employees from various functions throughout the organisation are invited to participate in the 'impact analysis'. It is advised to appeal to staff that will be impacted by the proposed change as their knowledge of the affected domain will be greatest.

Step 2: To ensure that the impact analysis delivers a complete view, an approach suitable to the focal issue is selected. This can be an organisational approach that determines the impact by department, business processes, customer groups, or employees; the McKinsey 7S approach that evaluates the impact to strategy, structure, systems, shared values, skills, styles, and staff; a tools-based approach that analyses stakeholders or risk; or any other method deemed appropriate by the facilitator.

Step 3: Using the approach selected in the previous step, a brainstorming session is conducted with the selected participants.

Step 4: The size of the identified impacts are assessed.

Step 5: The decision for which the impact analysis was initiated is made.

