

Total Score For Change		20
F		
Serial	Forces For Change	Score
F1	Need to prevent the loss of reputation by delaying payment	5
F2	Need to make the entire process more efficient	3
F3	Need to make travellers more stress free	4
F4	Need to have transparency over the whole system	3
F5	Need to gather data about travels for analysis	5

Overall Outcome	Forces For Change is higher by 2
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Change Proposal
Making the audit process a post process and having a travel manager who initially approves everything for a travel without the need for multiple approvals which are time consuming

Scroll right to see the strategy Section

Total Score Against Change		18
A		
Serial	Forces Against Change	Score
A1	Audits' fear of losing their power	4
A2	accounts' fear of losing jobs	0
A3	management's (including those of accounts and audits) fear of fund mismanagement at the hands of a non expert	5
A4	Audits' and accounts' fear of handling outside control over their departments	4
A5	Audits fear of this paving the way for their future job loss	2
A6	Accounts and audits fear that accepting this means they were not being efficient or smart enough	2
A7	some top management may feel insulted at the fact that they were not consulted while formulating the new travel policy	1

Strategies to be used	Effects
Accounts and audit wont be told that the process is meant to increase efficiency	Decreases A6 by 3
Consult with relevant top management and casually bring up the ideas developed without showing the actual policy and work flow. Tell them that inputs from other top management will also be taken. Later on show them the hard copies and get their approval by signature	Decreases A8 by 3
Accounts and audit will be told that the entire process is meant to salvage our reputation and to decrease stress of travellers, with practically no change in the workflow, except a travel manager who can give pre-approvals and some re-arrangement of steps	Decreases A2 by 2; Decreases A5 by 2
Explain that the travel manager is not part of the accounts and audit department and will work separately to give pre-approvals, and that audit and accounts will have the power to scrutinize his approvals after the process is complete and report any observations	Decreases A4 by 1; Decreases A5 by 1
Mention that the travel manager will be a capable man armed with policies and guidelines developed by audit and accounts to give approvals. Also, mention that the traveller's supervisor will also add as an extra check in the process	Decreases A3 by 3
Do not mention any future plan before the initial plan has been implemented. Say that the need for this plan is solely to protect our reputation in the eyes of the travel agents	Stops A4 from decreasing by 3
Show data as to the ammount of monetary desrepencies that different travel agents can have in their quotations and then explain why is it importatnt that we get the best and the most cost effective deals, and hence having a solid reputation is paramount	Increases F1 by 2
Explain how if a travel quotation is not approved for a long time it creates stress for the travellers which in result hinder any crucial work needed before travelling. Provide a real example if necessary	Increases F3 by 2
Explain only to top management excluding those of accounts and audit, why collecting data is necessary so that later on the process can be simplified, so that audit only intervenes when there are anomalies in the data, thus making the entire process more efficient	Increases F5 by 2

