

2024



CHANGE IMPLEMENTATION PLAN

FREEMASONS NEW ZEALAND

To implement a structure which is fit for purpose for
New Zealand Freemasonry

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Freemasons New Zealand ORWG Change Implementation Plan

Introduction

*“And it ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. Because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new.” **Niccolo Machiavelli***

The following document outlines the proposed change implementation plan to successfully transition from the current state to the target organisation, as outlined in the output from the ORWG contained in the document (MSORWG Recommendations).



Leading Change

Leading effective change requires a combination of skills, strategies, and approaches to navigate complexities, address challenges, and achieve desired outcomes. Here are key success factors for leading effective change:

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- a. Vision and Clarity,
- b. Strong Leadership,
- c. Effective Communication,
- d. Stakeholder Engagement,
- e. Change Management Competence,
- f. Culture and Organisational Readiness,
- g. Resource Allocation and Support,
- h. Monitoring and Evaluation,
- i. Risk Management,
- j. Celebrating Success and Sustaining Momentum.

Phased Approach

We recommend a three-year transition period, primarily focusing on the Districts' transition.

A phased approach to change management, often called incremental or staged implementation, involves breaking down a large change initiative into smaller, manageable phases. Implementing changes gradually will allow Freemason New Zealand to identify and address issues in the early stages before they escalate. Testing changes in smaller, controlled environments minimises the risk of large-scale failures.

Moreover, Brethren and stakeholders can adapt more easily to smaller changes over time than a massive overhaul. This gradual adaptation reduces resistance and allows for smoother transitions. In addition, a phased approach enables continuous feedback loops. We can learn from each phase, making adjustments and improvements before proceeding to the next stage. This iterative process helps refine strategies and enhances the overall effectiveness of the change initiative.

A phased approach can more effectively measure and track progress. We can set specific milestones and objectives for each phase, making it easier to monitor success and make data-driven decisions.

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Divisional Structure

We recommend retaining the Divisional structure for the duration of the Transition Period.

We recommend maintaining a modified Divisional structure during the transition phase and plan to implement the North Island/South Island (NI/SI) structure at the 2028 Grand Installation. The revised structure will reduce the Divisional Grand Masters from three to two, with one for the North Island and one for the South Island. Additionally, it is strongly recommended that successful candidates for the Divisional roles have robust leadership experience and a good understanding of the new structure, the change plan, and the fundamentals of change management.

The Change Management Team

We recommend consideration be given to appointing a Change Leader to spearhead and drive the transition.

In order to effectively manage the transition during the Transition Period, it is important to consider appointing a Senior Grand Lodge Officer (instead of the third Divisional Grand Master). This officer will report to the Grand Master and will be responsible for developing and implementing the transition plan with the assistance of the two Divisional Grand Masters, who will form the core Change Management Team (CMT), see Figure 1. The role of the Change Leader only needs to be established for the first three years of the transition plan. The CMT will work closely with the ORWG, the Senior Leadership Team, the Board (where appropriate), and other agencies within Freemasons New Zealand. The CMT should be authorised to engage Subject Matter Experts and seek additional assistance as needed.

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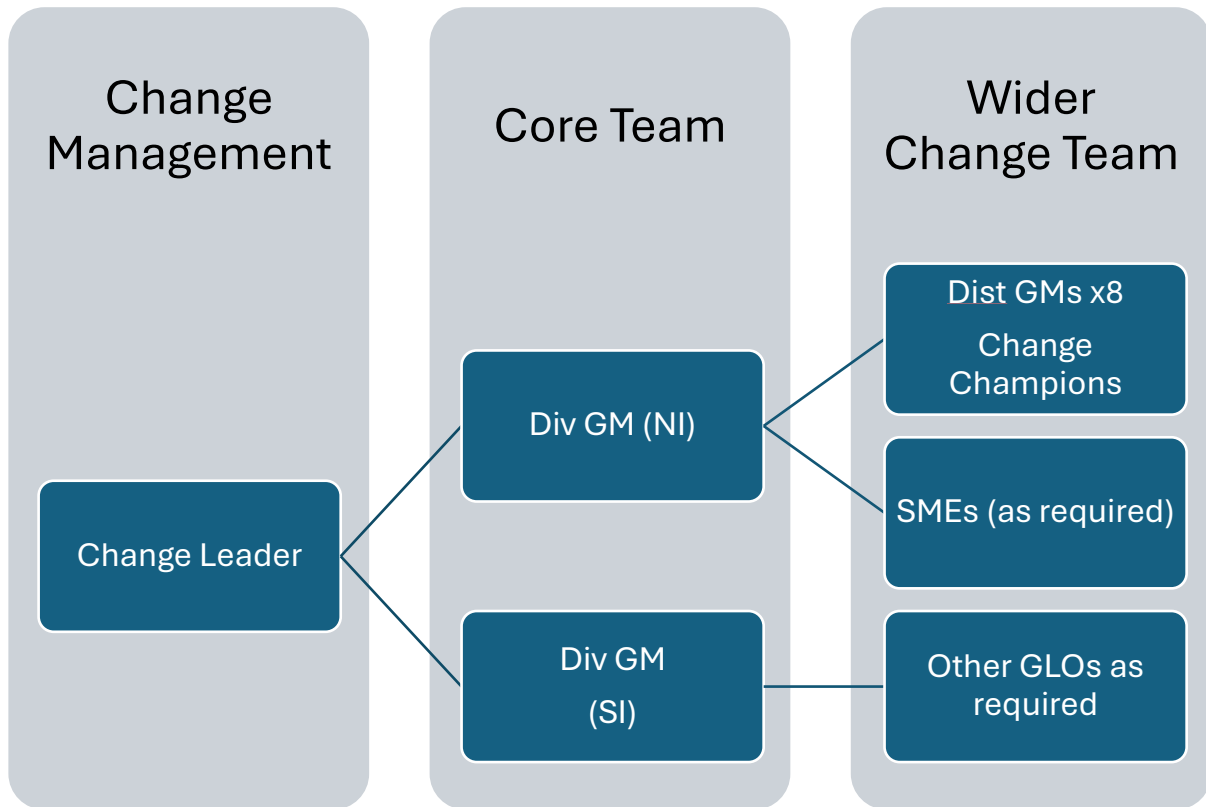


Figure 1. The Change Management Team

New Operational Roles

The following new Operational Roles have been recommended:

1. The Grand Almoner,
2. The Grand Superintendent of Education,
3. The Grand Superintendent of Ceremonies

Appointing skilled professionals and giving them the autonomy to do what they do best is a strategic approach that maximises their value to Freemasons New Zealand. This approach fosters innovation, empowerment, and efficiency while building a strong leadership pipeline and attracting top talent. By trusting and leveraging their expertise, we can achieve greater success and build effective capabilities. The individuals in the new roles will work with their specialist counterparts and the ORWG to develop the most effective sub-organisations.

Rationale for Recommendations

Appointment of Change Leader – Single Point of Accountability

Single point of accountability (SPA) refers to the practice of assigning a specific individual the responsibility for a particular project, task, or process. This approach has several key benefits:

Clear Responsibility:

- **Ownership:** Having one person accountable eliminates ambiguity about who is responsible for what, ensuring that ownership of tasks and outcomes is clear.
- **Decision-Making:** It streamlines decision-making processes, as the accountable person has the authority (as long as they do ...) to make necessary decisions without confusion or delay.

Enhanced Efficiency:

- **Streamlined Communication:** SPA improves communication as stakeholders know exactly who to contact for updates or issues, reducing the risk of miscommunication.
- **Faster Problem Resolution:** Issues can be resolved more quickly because there is a clear individual or team to address problems.

Aligned Goals and Objectives:

- **Consistency:** Ensures that the Change Implementation Plan is aligned with the overall goals and objectives of Freemasons New Zealand, as the accountable person can keep the transition focused on its intended purpose. This also mitigates the risk of individual Regions/Divisions plotting their own course.
- **Strategic Alignment:** Facilitates alignment with the Freemasons New Zealand's strategy and helps in prioritising tasks that are most beneficial to the organisation.

This role is 'time-boxed' for the three-year transition period.

Three-year Transition Period

Staged change, or phased implementation, involves introducing changes gradually over a period of time, whereas the Big Bang approach implements all changes at once. Overall, the staged change approach offers a more manageable, flexible, and lower-risk path to implementing significant organisational changes compared to the big bang method.

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Why Three Years?

We must not underestimate the change and effort needed to implement a transition of this magnitude. We should remind ourselves that we are not just 'rearranging the deckchairs' but fundamentally changing how we operate. The change is three-scale: people, process and technology. Can it be done more quickly? Yes, it can. However, the risks, management overhead, and potential for a less-than-optimal outcome increase significantly as the time frame is shortened. Moreover, the plan runs parallel and is sympathetic to the current Grand Lodge three-year installation/investiture cycle.

Retention of the Divisional Structure During Transition

The task ahead is bigger than any one individual. Having a dedicated change team is crucial for the successful implementation of the transition. Here are the key reasons why having a change team is important to our success and why we have included Divisional leadership within the team:

Change Advocacy:

- **Champions of Change:** The change team advocates for change, promoting its benefits and helping to overcome resistance. To be effective in a 'chain of command' organisation, seniority and a degree of 'mana' are required.
- **Cultural Integration:** They will work to integrate the change into the organisational culture, ensuring it is embraced and sustained over time while protecting our 'landmarks'.

Consistency and Coordination:

- **Unified Approach:** The change team ensures that the change process is coordinated and consistent across the organisation/Divisions/Islands, avoiding fragmented efforts.
- **Integrated Efforts:** They integrate efforts across different functions and Geographic regions, ensuring a cohesive approach to the change initiative. Some Geographic regions require more effort than others; the Divisional Leaders can provide the necessary support and coaching/mentorship.

Sustainability:

- **Long-Term Focus:** The change team focuses on implementation and sustaining the change over the long term, ensuring it becomes an integral part of the organisation. The aim of the divisional leaders is to ensure that all the changes have been implemented at the function and geographic region levels to enable a smooth transition to the NI/SI model. The Grand Junior and

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- **Continuous Improvement:** They promote a culture of continuous improvement, encouraging ongoing adaptation and refinement of the change.

Distribution of Labour

The transition will fail if we do not have good men to bear their share of the workload. The change is not trivial and will require passion and dedication to make it work, hence the formation of the CMT.

What's in a Name?

For the purpose of this document, we have updated the original nomenclature to the indicative 'Geographic region' and 'Grand Superintendent of <Regional Name>'. The ORWG will recommend, if appropriate, alternative titles and descriptors.

The Overall Approach

This document outlines five key activities within the plan and includes a detailed timeline.

Key Activities

The following five key activities and/or enablers are discussed in detail:

1. Assessment and Planning,
2. Stakeholder Engagement,
3. Communication Strategy,
4. The Grand Superintendent of <Regional Name>s – The Role of Change Champion,
5. Implementation Plan.

1. Assessment and Planning

Assessing and planning are foundational elements that contribute to the overall success of any change initiative. They provide a structured approach to identifying risks, setting clear goals, allocating resources efficiently, and ensuring effective communication and coordination. By laying a solid groundwork through assessment and planning, we can navigate complexities, adapt to changes, and achieve our objectives more effectively.

The Assessment and Planning stage is crucial for establishing the groundwork of a successful change management plan. It requires comprehensive analysis and

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preparation to ensure that all change aspects are well understood and properly planned. Below is a detailed breakdown of the key steps involved in this stage:

a. Objective Definition

- **Clarify Purpose:** Clearly define the purpose of consolidating the Districts, forming new roles, and rationalising existing roles. This could be to improve efficiency, streamline operations, enhance effectiveness, or a combination of these.
- **Set Goals:** Establish specific, measurable, achievable, relevant, and time-bound (SMART) goals for the consolidation.

b. Scope Definition

- **Identify those Districts for Consolidation:** Working with the District GMs and Lodges, finalise which Districts will be merged or absorbed and what will remain. Define the criteria for selecting these Districts.
- **Define Boundaries:** Clearly outline what is included in the scope of the consolidation and what is not.

c. Impact Analysis

- **Membership Impact:** Analyse how the consolidation will affect brethren regarding roles, responsibilities, workload, and morale.
- **Process Impact:** Assess how administrative processes will be impacted, including potential disruptions and areas needing realignment.
- **System Impact:** Evaluate the impact on IT systems, including data integration, system compatibility, and potential downtime.
- **Stakeholder Impact:** Identify all stakeholders (internal and external) and assess the impact on each group.

d. Risk Assessment and Mitigation

- **Identify Risks:** List potential risks associated with the transition, such as resistance to change, loss of key personnel, operational disruptions, and technology integration issues.
- **Risk Analysis:** Evaluate the likelihood and impact of each risk.
- **Mitigation Strategies:** Develop strategies to mitigate identified risks. For example, identify key personnel, create contingency plans for potential disruptions, and thoroughly test any affected IT systems before integration (E.g. Masonica, Membership Database).

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e. Resource Assessment

- **Human Resources:** Determine the key personnel needed to manage and execute the transition. Identify any skill gaps and plan for training or hiring.
- **Financial Resources:** Estimate the budget required for the transition, including costs for training, technology, and communication.
- **Technical Resources:** Assess the IT infrastructure and tools needed to support the consolidation.

f. Stakeholder Analysis

- **Identify Stakeholders:** Create a comprehensive list of stakeholders affected by the transition, including Senior Grand Lodge Officers, Freemasons NZ management, and Suppliers.
- **Stakeholder Mapping:** Map stakeholders based on their influence and interest in the Transition. Identify key stakeholders who need to be engaged closely.

g. Communication Planning

- **Develop a Communication Plan:** Working with National HQ, create a plan for effectively communicating with all stakeholders. This plan should include key messages, communication channels, frequency of updates, and the parties responsible for communication.
- **Prepare Communication Materials:** Develop materials such as presentations, emails, FAQs, and intranet updates to support the communication efforts.

h. Change Readiness Assessment

- **Assess Organisational Readiness:** Evaluate the organisation's readiness for change. This includes assessing the current culture, past experiences with change, and overall change capacity.
- **Readiness Surveys:** If deemed necessary, conduct surveys or interviews to gauge Brethren sentiment and readiness for the upcoming changes.

i. Develop High-Level Implementation Plan

- **Phased Approach:** Outline a high-level implementation plan that breaks the transition into manageable phases (See Detailed Timeline).
- **Key Milestones:** Identify critical milestones and deliverables for each transition phase.
- **Timeline:** Develop a preliminary timeline for the transition process, ensuring alignment with Annual Communications and minimising disruption.

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j. Approval and Buy-In

- **Senior Leadership and Board Approval:** Present the assessment and high-level plan to senior management for approval. Ensure they understand the objectives, scope, impact, risks, and resources required.
- **Secure Buy-In:** Obtain buy-in from key stakeholders, especially those who will play a crucial role in the implementation phase.

2. Stakeholder Engagement

A **stakeholder** is any individual, group, or organisation that has an interest or concern in a project, business, or initiative. Stakeholders can influence or be influenced by the outcome of a project, either directly or indirectly. Their involvement is crucial to the success of any change management plan as they can provide support, resources, feedback, and advocacy.

Engaging stakeholders effectively is crucial for the success of any change management initiative. In the context of reducing from 15 Districts to 9 geograph, engaging stakeholders helps to ensure buy-in, mitigate resistance, and facilitate a smoother transition. Here's a detailed breakdown of the key steps involved in the stakeholder engagement phase:

a. Stakeholder Identification

- **Identify Stakeholders:** Create a comprehensive list of all stakeholders affected by the transition. This includes Senior Leadership, the Board, National HQ, and Brethren .
- **Categorise Stakeholders:** Group stakeholders based on their level of influence and interest in the transition process. Use tools such as stakeholder mapping to visually represent these groups.

b. Stakeholder Analysis

- **Understand Interests and Concerns:** Conduct surveys, interviews, or focus groups to understand the interests, concerns, and expectations of different stakeholder groups.
- **Prioritise Stakeholders:** Identify key stakeholders who have the most influence and those who will be most affected by the change. Prioritise engagement efforts accordingly.

c. Communication Plan Development (See Communication Strategy for more detail)

- **Define Objectives:** Clearly outline the objectives of stakeholder communication, such as informing, consulting, involving, and collaborating.

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- **Key Messages:** Develop clear and consistent key messages tailored to different stakeholder groups. Ensure these messages address the rationale behind the transition, its benefits, and how it will impact each group.
- **Communication Channels:** Identify the most effective communication channels for each stakeholder group. This could include emails, meetings, webinars, newsletters, intranet updates, and social media.
- **Frequency of Communication:** Establish a timeline for regular updates. Ensure stakeholders are kept informed throughout the process with timely and relevant information.

d. Stakeholder Engagement Activities

- **Kick-Off Meetings:** Organise initial meetings to introduce the transition plan, explain the reasons behind it, and outline the expected outcomes. Ensure Senior Grand Lodge Officers are present to demonstrate commitment.
- **Regular Updates:** Provide regular updates to the Brethren on the progress of the transition. Use multiple channels to reach different stakeholder groups effectively.
- **Feedback Mechanisms:** Establish mechanisms for stakeholders to provide feedback, ask questions, and express concerns. This could include online forums, and dedicated email addresses.
- **Workshops and Focus Groups:** Conduct workshops and focus groups to involve stakeholders in the planning and implementation process. This helps to gather valuable insights and foster a sense of ownership.

e. Change Champions

Change Champions are individuals within our organisation who are selected or volunteer to actively support, promote, and drive the change initiative. They play a critical role in the success of the change management process, acting as catalysts for change and bridging the gap between the change management team and the rest of the organisation. Change champions help foster a positive attitude toward change, address resistance, and ensure the change is implemented smoothly and effectively.

- **Identify Change Champions:** Select influential and respected individuals within each Geographic region to act as change champions. Every endeavour should ensure the Grand Superintendent of <Regional Name> is the 'Change Champion' for the Geographic region – the 'best person for the job'. These individuals will help to promote the change, address concerns, and provide support to their peers.

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- **Train Change Champions:** Provide training to change champions to ensure they have the knowledge and skills needed to support their colleagues and facilitate the transition.

More details are provided in the dedicated section on Grand Superintendent of <Regional Name>s - Change Champions.

f. Addressing Resistance

Resistance to Change refers to the pushback or reluctance individuals or groups exhibit when facing alterations to an organisation's status quo. It is a natural response to any major change in an environment, processes, policies, or behaviours. Resistance can manifest in various ways, from overt opposition to subtle forms of non-compliance or passive resistance.

- **Anticipate Resistance:** Identify potential sources of resistance among stakeholders. Understand the reasons behind their resistance, such as increased workload, or uncertainty about the future.
- **Develop Mitigation Strategies:** Create strategies to address resistance, such as transparent communication, involving Brethren in decision-making, offering support and training, and providing reassurance.

g. Two-Way Communication

- **Encourage Dialogue:** Promote open and honest dialogue between stakeholders and the change management team. Ensure that stakeholders feel heard and their concerns are addressed promptly.
- **Listening Sessions:** Organise listening sessions where stakeholders can voice their concerns and suggestions. Use these sessions to gather feedback and make necessary adjustments to the change plan.

h. Stakeholder Engagement Monitoring

- **Track Engagement Levels:** Monitor the level of stakeholder engagement throughout the transition process. Use surveys, attendance records, and feedback forms to measure engagement.
- **Adjust Engagement Strategies:** Be flexible and adjust engagement strategies based on feedback and changing circumstances. Ensure that communication remains effective and relevant.

i. Celebrating Milestones

- **Acknowledge Contributions:** Recognise and celebrate the contributions of stakeholders at key milestones. This helps to maintain morale and reinforce the positive aspects of the change.

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- **Communicate Successes:** Share successes and positive outcomes resulting from the consolidation. Highlight stories of how the change has benefited the organisation and its stakeholders.

j. Long-Term Engagement

- **Sustain Engagement:** Continue to engage stakeholders even after the transition is complete. Keep them informed about ongoing improvements and involve them in future initiatives.
- **Feedback Loop:** Establish a continuous feedback loop to gather insights on the long-term impact of the consolidation and make further improvements as needed.

3. Communication Strategy

A **communication strategy** is a comprehensive plan that outlines how Freemasons New Zealand will communicate internally and externally to achieve its objectives. It serves as a roadmap to ensure that all communication efforts are aligned, consistent, and effective in reaching the intended audience. In the context of change management, a communication strategy is crucial for informing, engaging, and guiding stakeholders through the change process.

An effective communication strategy ensures all stakeholders are informed, engaged, and supportive throughout the change management process. The communication strategy should be comprehensive, clear, and targeted for the transition of 15 Districts into 9 geographic regions and the other proposed changes. Here's a detailed breakdown of the key steps involved:

a. Define Communication Objectives

- **Inform:** Ensure all stakeholders know the change, its rationale, and its benefits.
- **Engage:** Foster a sense of involvement and buy-in among stakeholders.
- **Support:** Provide information and resources to help stakeholders navigate the change.
- **Reassure:** Address concerns and reduce uncertainty and resistance.

b. Identify Key Messages

- **Core Messages:** Develop clear and concise messages that explain:
 - The reasons for the transition.
 - The benefits of the change (e.g., improved efficiency and effectiveness).
 - How the change will be implemented.
 - The expected impact on stakeholders.

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- **Tailored Messages:** Adapt core messages to address different stakeholder groups' specific concerns and interests.

c. Segment Stakeholders

- **Internal Stakeholders:** Brethren, Senior Grand Lodge Officers, and the board of directors.
- **External Stakeholders:** The community, suppliers, partners, and regulatory bodies.
- **Change Champions:** Influential individuals within each Geographic region who can facilitate the transition.

d. Select Communication Channels

- **Internal Communication Channels:**
 - Emails: Regular email updates to keep Brethren informed.
 - Intranet: Dedicated section on the Freemasons New Zealand website for updates, FAQs, and resources.
 - Geographic region Meetings: Regular meetings to provide updates, address questions, and gather feedback.
 - Newsletters: Monthly or bi-weekly newsletters highlighting key developments and success stories.
 - Workshops and Training Sessions: Interactive sessions to provide information and support.
- **External Communication Channels:**
 - Press Releases: If necessary, announcements should be made to inform the public and external stakeholders.
 - Website Updates: The website has a dedicated page with information and resources.
 - Social Media: Regular posts on social media platforms to keep potential candidates and partners informed.
 - Direct Communication: Emails or letters to key partners and suppliers.

e. Develop a Communication Timeline

- **Pre-Change Communication:**
 - Announce the upcoming change and provide high-level information.
 - Share the reasons for the change and expected benefits.
 - Outline the timeline and key milestones.
- **During-Change Communication:**
 - Provide regular updates on progress.
 - Highlight successes and address challenges.
 - Offer support and resources to stakeholders.

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- **Post-Change Communication:**
 - Announce the completion of the transition.
 - Share the results and benefits achieved.
 - Continue to provide updates on long-term improvements and successes.

f. Create Communication Materials

- **Presentations:** Slide decks for District meetings and workshops.
- **FAQs:** Document addressing common questions and concerns.
- **Infographics:** Visual aids to simplify complex information.
- **Videos:** Short videos explaining the change and its benefits. Similar to current Grand Master updates.
- **Emails and Newsletters:** Templates for regular updates.

g. Establish Feedback Mechanisms

- **Surveys:** Regular surveys to gather feedback from stakeholders.
- **Suggestion Boxes:** Digital suggestion boxes for anonymous feedback.
- **Focus Groups:** Small group discussions to delve deeper into specific concerns and suggestions.
- **One-on-One Meetings:** Individual meetings with key stakeholders to address specific concerns.

h. Monitor and Evaluate Communication Effectiveness

- **Track Engagement:** Measure open rates for emails, meeting attendance, and workshop participation.
- **Gather Feedback:** Use surveys and feedback forms to assess the effectiveness of communication efforts.
- **Adjust Strategies:** Based on feedback and engagement metrics, adjust communication strategies to improve effectiveness.

i. Addressing Resistance

- **Acknowledge Concerns:** Recognise and validate stakeholder concerns and fears.
- **Provide Reassurance:** Offer clear, factual information to address concerns.
- **Highlight Benefits:** Emphasise the positive aspects and benefits of the transition.
- **Involve Stakeholders:** Engage stakeholders in the process to give them a sense of control and ownership.

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j. Long-Term Communication Plan

- **Ongoing Updates:** Continue to provide updates on the long-term impacts and benefits of the new organisation.
- **Celebrate Successes:** Share success stories and milestones achieved post-transition.
- **Continuous Improvement:** Keep stakeholders informed about ongoing improvements and future plans.

4. The Grand Superintendent of <Regional Name>s – The Role of Change Champion

The role of the Grand Superintendent of <Regional Name> is critical in ensuring the success of the Districts' transition. Change champions act as liaisons between the core CMT and the rest of the organisation, facilitating communication, addressing concerns, and fostering a positive attitude towards the change.

Here's a detailed breakdown of the key steps involved in the change champions phase, focussing on the change management aspect of the new Grand Superintendent of <Regional Name> role:

a. Selection of the Grand Superintendent of <Regional Name>s - Change Champions

- **Criteria for Selection:**
 - Influence and Respect: Choose respected and influential individuals within their respective Districts.
 - Communication Skills: Select champions who are effective communicators and can articulate the change messages clearly.
 - Positive Attitude: Identify Brethren who are open to change and can positively influence others.
 - Knowledge and Experience: Preferably, choose individuals with a good understanding of the machinery of Freemasonry and its operations.
- **Nomination Process:** Allow nominations from the Geographic regions, but ensure the best person is appointed for the role. The transition's success depends on the quality of the individuals filling these key roles.

b. Role Definition and Expectations

- **Key Change Responsibilities:**
 - Communication: Act as a conduit for information between the change management team and the Brethren.
 - Support: Provide support to Brethren by addressing concerns and guiding them through the change.

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- **Feedback:** Gather feedback from Brethren and relay it to the change management team.
- **Advocacy:** Promote the benefits of the change and encourage a positive attitude towards it.
- **Time Commitment:** Define the time commitment expected from the Grand Superintendent of <Regional Name>s and ensure they have the capacity to fulfil their role.
- **Performance Metrics:** Establish metrics to evaluate the effectiveness of Grand Superintendent of <Regional Name>s, such as engagement levels and feedback quality.

c. Training and Development

- **Initial Training:**
 - **Change Management Principles:** Provide training on the basics of change management, including the reasons for the transition, expected benefits, and the overall plan.
 - **Communication Skills:** Offer training to enhance communication skills, including active listening, empathy, and conflict resolution.
 - **Leadership and Influence:** Develop leadership skills to help champions motivate and influence their peers.
- **Ongoing Development:** Schedule regular training sessions to update the Grand Superintendent of <Regional Name>s on the consolidation's progress and address new challenges as they arise.
- **Resources:** Provide access to resources such as training materials, guides, and support from the change management team.

d. Empowerment and Support

- **Access to Information:** Ensure Grand Superintendent of <Regional Name>s have access to all necessary information and updates regarding the consolidation.
- **Regular Meetings:** Hold regular meetings with change champions to discuss progress, share updates, and address any issues or concerns.
- **Support Network:** Create a support network among change champions to facilitate the sharing of experiences, challenges, and best practices.
- **Direct Line to Leadership:** Establish a direct line of communication between change champions and senior leadership to ensure concerns can be escalated and addressed promptly.

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c. Engagement Activities

- **Workshops and Focus Groups:** Organize workshops and focus groups facilitated by change champions to gather feedback and foster open discussions.
- **Informal Gatherings:** Encourage informal gatherings, such as coffee chats or lunch meetings, where change champions can engage with colleagues in a relaxed setting.
- **Peer Support Sessions:** Arrange peer support sessions where brethren can share their experiences and receive support from change champions.

d. Monitoring and Evaluation

- **Feedback Collection:** Regularly collect feedback from Brethren on the effectiveness of change champions and the overall change process.
- **Performance Reviews:** Conduct periodic performance reviews of change champions to assess their impact and provide constructive feedback.
- **Adjustments and Improvements:** Based on feedback and performance reviews, adjust the role and support provided to change champions as needed.

e. Recognition and Rewards

- **Acknowledgement:** Publicly acknowledge the efforts and contributions of change champions through Freemason New Zealand communications and events.
- **Masonic Career Development:** Highlight the role of change champions as a valuable masonic career development opportunity, providing them with skills and experiences that can benefit their future masonic careers.

f. Sustainability and Long-Term Engagement

- **Continued Involvement:** Keep change champions involved in ongoing change initiatives and continuous improvement efforts beyond the initial transition phase.
- **Leadership Pipeline:** Consider developing a pipeline for future leadership roles, leveraging the skills and experiences gained by change champions.

5. Implementation Plan (See Detailed Timeline)

A **Change Implementation Plan** is a comprehensive blueprint that outlines the steps, strategies, and resources required to transition an organisation from its current state to its desired future state. It serves as a roadmap for executing change initiatives effectively, ensuring that all aspects of the change are systematically addressed and that the transition is smooth and sustainable.

CHANGE IMPLEMENTATION PLAN

- **Phased Approach:** Develop a phased implementation plan to manage the transition in stages.
- **Timeline:** Create a detailed timeline with key milestones and deadlines.
- **Task Allocation:** Assign tasks and responsibilities to specific teams and individuals.

Detailed Timeline

The following timeline provides a comprehensive plan for managing the transition of 15 Districts into 9 geographic regions and implementing the new management structure over 3+ years. The timeline includes phases, key activities, milestones, and goals to ensure a structured and effective change management process.

Remit activity is not included in this plan but assumes adoption of the recommendations.

Ownership of Actions

Each action will be allocated an owner and this will be determined by the structure of the CMT.

Year 1 (2024/25): Preparation and Initial Implementation

Phase 1: Assessment and Planning

- December
 - Conduct initial assessments of all Districts.
 - Define the objectives, scope, and goals of the transition.
 - Identify and categorise stakeholders.
 - Develop a detailed project plan and timeline.
- January (2025)
 - Conduct a risk assessment and develop mitigation strategies.
 - Begin financial, human, and technical resource assessments.
 - Draft the initial communication plan.
 - Select and appoint change management team member(s).
- February (2025)
 - Identify potential Grand Superintendent of <Regional Name>s.
 - Identify potential candidates for Grand Almoner, Grand Superintendent of Ceremonies and Grand Superintendent of Education.

CHANGE IMPLEMENTATION PLAN

- Develop training materials and resources for Grand Superintendent of <Regional Name>s.
- Conduct stakeholder analysis and prepare engagement strategies.
- Obtain Senior Leadership and Board approval for the transition plan.

Phase 2: Stakeholder Engagement and Communication Planning

- March
 - Announce the transition plan to all stakeholders.
 - Conduct initial meetings with Grand Superintendent of <Regional Name>s (Elect).
 - Launch the communication plan with key messages and timelines.
 - Initiate regular updates through newsletters and intranet.
- April
 - Conduct workshops and focus groups with stakeholders.
 - Finalise the detailed change implementation plan.
 - Develop feedback mechanisms and gather initial feedback.
 - Confirm Grand Almoner (Elect), Grand Superintendent of Ceremonies (Elect) and Grand Superintendent of Education (Elect).
- May
 - Begin training Grand Superintendent of <Regional Name>s (Elect) on change management principles and communication skills.
 - Hold regular meetings with Grand Superintendent of <Regional Name>s to discuss progress.
 - Start addressing initial stakeholder concerns and feedback.

Phase 3: Initial Implementation and Pilot Testing

- June
 - Begin pilot consolidation of selected Districts.
 - Monitor pilot implementation and gather data.
 - Provide continuous support and resources to Grand Superintendent of <Regional Name>s.
- July
 - Conduct feedback sessions with Brethren involved in the pilot.
 - Adjust implementation strategies based on pilot feedback.
 - Continue regular communication and updates to stakeholders.
 - Grand Almoner (Elect), Grand Superintendent of Ceremonies (Elect) and Grand Superintendent of Education (Elect) work with Change Management Team to determine modus operandi.
 -
- August

CHANGE IMPLEMENTATION PLAN

- Expand pilot to additional Districts based on initial success.
- Conduct training sessions for Geographic region Team (Elect) in newly consolidated Districts.
- Monitor and support the expanded pilot phase.

Phase 4: Evaluation and Adjustment

- September
 - Evaluate the outcomes of the pilot phase.
 - Identify and address any issues or challenges encountered.
 - Update and refine the change management plan as needed.
- October/November
 - Conduct a comprehensive review of the pilot phase with all stakeholders.
 - Prepare detailed reports and share findings with Senior Leadership and the Board.
 - Develop a plan for full-scale implementation based on pilot insights.
 - New Roles invested at Grand Installation (or alternative):
 - GEOGRAPHIC REGION TEAMS:
 - Grand Superintendent of <Regional Name>s
 - GDCs
 - Grand Stewards
 - Grand Secretary
 - Grand Almoner
 - Grand Superintendent of Ceremonies
 - Grand Superintendent of Education
- December
 - GO-LIVE with new Geographic region structure.
 - Grand Superintendent of <Regional Name>s appoint wider Geographic region Team.
 - Celebrate end-of-year milestones and successes.
 - Communicate year-end updates and next steps to all stakeholders.
 - Refine plans for full-scale implementation in the coming year.
 - Grand Almoner (Elect), Grand Superintendent of Ceremonies (Elect) and Grand Superintendent of Education (Elect) roll out new ways of working.

Year 2 (2026): Full-Scale Implementation

Phase 1: Full-Scale Rollout Preparation

- January
 - Finalise full-scale implementation plan based on pilot feedback.

CHANGE IMPLEMENTATION PLAN

- Conduct comprehensive training sessions for all Geographic region Team Brethren.
- Prepare detailed transition plans for each new Geographic region.
- February
 - Engage Grand Superintendent of <Regional Name>s in planning and execution.
 - Launch a robust communication campaign to ensure readiness.
 - If required, begin technical preparations for systems and data integration.
- March
 - Start the full-scale implementation phase with selected Geographic regions.
 - Monitor progress closely and provide immediate support as needed.
 - Gather continuous feedback and adjust plans in real-time.

Phase 2: Full-Scale Rollout Execution

- April
 - Continue full-scale rollout across remaining Districts.
 - Conduct regular check-ins with Grand Superintendent of <Regional Name>s and Geographic region Teams.
 - Address any issues or concerns promptly.
- May
 - Conduct mid-rollout review and assessment.
 - Adjust strategies and plans based on real-time feedback.
 - Maintain high levels of communication and engagement.
- June
 - Complete full-scale rollout of all Districts.
 - Conduct a thorough evaluation of the implementation process.
 - Share successes and lessons learned with all stakeholders.

Phase 3: Stabilisation and Optimisation

- July
 - Focus on stabilising operations in newly consolidated Geographic regions.
 - Provide ongoing training and support to Geographic region Team Brethren.
 - Monitor and optimise new processes and systems.
- August
 - Conduct follow-up assessments to ensure goals are being met.
 - Continue regular communication and updates to stakeholders.
 - Address any remaining issues or challenges.
- September

CHANGE IMPLEMENTATION PLAN

- Initiate continuous improvement initiatives based on feedback.
- Encourage innovation and process improvements within Geographic regions.
- Maintain high levels of support and engagement.

Phase 4: Long-Term Evaluation and Support

- October
 - Conduct a comprehensive evaluation of the entire change process.
 - Gather feedback from all stakeholders on the outcomes and impacts.
 - Identify areas for further improvement and development.
- November
 - Develop long-term support and development plans for Geographic Regions.
 - Celebrate achievements and recognise the contributions of change champions at the Annual Communication.
 - Communicate long-term goals and plans to all stakeholders.
- December
 - Finalise year-end reports and share them with Senior Leaders and the Board.
 - Plan for next year's continuous improvement initiatives.
 - Hold a year-end celebration to acknowledge progress and success.

Year 3 (2027): Continuous Improvement and Sustainability

Phase 1: Continuous Improvement Initiatives

- January
 - Launch new continuous improvement initiatives based on feedback.
 - Provide ongoing training and development opportunities for brethren.
 - Focus on enhancing processes and systems within Geographic regions.
- February
 - Engage Grand Superintendent of <Regional Name>s in leading improvement projects.
 - Maintain high levels of communication and stakeholder engagement.
 - Monitor progress and impact of improvement initiatives.
- March
 - Conduct quarterly reviews of continuous improvement efforts.
 - Share progress and successes with all stakeholders.

CHANGE IMPLEMENTATION PLAN

- Adjust plans and strategies based on feedback and results.

Phase 2: Integration and Optimisation

- April
 - Continue to optimise and integrate processes across Geographic regions.
 - Provide advanced training and support for Brethren.
 - Encourage cross-functional and cross-Geographic region collaboration and innovation.
- May
 - Conduct mid-year review of all change management efforts.
 - Evaluate the impact of continuous improvement initiatives.
 - Communicate findings and next steps to all stakeholders.
- June
 - Initiate new projects and initiatives based on mid-year review.
 - Maintain high levels of support and engagement.
 - Monitor and measure the impact of new initiatives.
 - Commence transition from Division to NI/SI.

Phase 3: Sustaining Change and Building Capability

- July
 - Focus on sustaining changes and embedding new practices.
 - Develop internal capabilities and leadership within Geographic regions.
 - Encourage a culture of continuous improvement and innovation.
- August
 - Conduct regular assessments to ensure long-term sustainability.
 - Provide ongoing training and development for all brethren.
 - Celebrate and recognise ongoing successes and achievements.
- September
 - Plan for future changes and developments based on current trends.
 - Engage stakeholders in strategic planning and decision-making.
 - Maintain high levels of communication and transparency.

Phase 4: Long-Term Evaluation and Future Planning

- October
 - Conduct a comprehensive evaluation of the three-year change management plan.
 - Gather feedback from all stakeholders on the overall impact and success.
 - Identify long-term goals and areas for future development.
 - Commence selection process for Grand Junior Warden (Elect) and Grand Senior Warden (Elect).

CHANGE IMPLEMENTATION PLAN

- November
 - Develop a strategic plan for the next phase of organisational growth.
 - Communicate future plans and goals to all stakeholders.
 - Celebrate the successful completion of the three-year change management plan.
- December
 - Finalise year-end reports and share them with executive leadership.
 - Hold a year-end celebration to acknowledge progress and success.
 - Prepare for the transition to new initiatives and continuous growth.

Further scheduled activities for 2028:

Grand Junior Warden (Elect) and Grand Senior Warden (Elect) to develop NI/SI plans with incoming teams.

Summary of Recommendations

- We recommend a three-year transition period, primarily focusing on the Geographic regions' transition. This gradual adaptation reduces resistance and allows for smoother transition.
- We recommend maintaining a modified Divisional structure during the transition phase and plan to implement the North Island/South Island (NI/SI) structure at the 2028 Grand Installation. The revised structure will reduce the Divisional Grand Masters from three to two, with one for the North Island and one for the South Island.
- We recommend considering appointing a Change Leader to spearhead and drive the transition. This officer will report to the Grand Master and be responsible for developing and implementing the transition plan with the assistance of the two Divisional Grand Masters, who will form the core Change Management Team.